

kes its toll

**John Lambdorff**  
Why German boardrooms  
must be reformed  
Management, Page 7

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half a Ring  
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**Heartbeat of America**  
At last, good news  
from Detroit  
Page 13

**TOMORROW'S  
Weekend FT**  
Journey to the  
heart of Zionism

# FINANCIAL TIMES

Europe's Business Newspaper

## Profits growth at Commerzbank limited to 11%



Commerzbank's full operating profits rose 11 per cent to DM438m (\$276m) in the six months to the end of June, after being more than 30 per cent ahead in the first five months, after the German bank suffered a 68 per cent drop in earnings from trading activities on its own account. Chairman Martin Kohlhausen (above) had forecast good results from own-account business, but June losses are thought to have been substantial. Page 13

**Asian anger over import rules changes** Asian textiles and clothing exporters and US retailers and garment producers are protesting at a proposed change in US rules of origin for textiles imports which, they say, could seriously disrupt international trade and investment. Page 12

**EU cautious on aid to South Africa:** The European Union is poised to approve a package of trade benefits to South Africa which falls short of pledges to offer generous support to the new post-apartheid regime. Page 5

**Japanese output rise holds steady:** Japanese industrial production rose in the three months to June for the second consecutive quarter, the first time it has done so since the downturn hit nearly three years ago. Page 4

**Dow Chemical of the US reported second-quarter operating earnings of \$602m, 17 per cent higher than in the same period last year and its best result for three years.** Page 13

**Imperial Chemical Industries,** the UK's largest chemicals company, posted interim profits up 40 per cent to £353m (£47m) as a result of self-help and a surprising rise in demand. Page 14; Lex, Page 12; Details, Page 20

**Russia reviews share trading rules:** The Russian government said it would devise rules to regulate share trading as the country's best-known company, the MMM finance house, tottered on the verge of collapse. Page 2

**International Business Machines** is expected to consolidate its personal computer operations in the US with the loss of about 2,000 jobs, or 20 per cent of the division's workforce. Page 15

**Interim profits down at BCHF Spanish banking group Banco Central Hispano reported a 19.5 per cent first-half fall in net consolidated profits, to Pt29.3bn (\$22.8m), but said it was strengthening its balance sheet and improving the core banking business. Page 14**

**Russian bus hijacked:** Four armed hijackers in Pyatigorsk, southern Russia, took 40 bus passengers hostage and demanded a getaway helicopter and a \$15m ransom. It is the fourth such attack since December.

**Budweiser boosts Kirin's profits:** Kirin Brewery, Japan's largest beer and beverage company, said brisk demand for Budweiser beer, sold under licence from Anheuser-Busch of the US, helped push interim profits up 4 per cent to Yen 3.9bn (\$36m). Page 15

**Asahi Glass:** Japan's biggest glassmaker, reported a 43.9 per cent slide in interim pre-tax profits to Yen 11.25bn (\$1.15m) because of stagnant demand from the construction and automotive industries. Page 15

**Rethink on Malaysia loans:** The controversial loan from the UK for the Malaysian Pergau Dam project is being renegotiated and the \$244m (\$362.7m) cost of an interest rate subsidy over 14 years may be reduced. Page 4

**Schles agrees Hanson bid:** Schles Group, UK maker of electrical installation equipment, agreed to a £9.1m (\$149m) bid from Hanson, more than 20 years after it first held merger talks with the conglomerate's Crabtree subsidiary. Page 14

**Stock trade market system for Paris:** The Paris bourse is to operate a block-trade market system from October in an attempt to recoup some of the domestic business which has migrated to the London Stock Exchange's Seacq international trading system. Page 13

**Office costs soar in China:** Rents for city offices in China and Vietnam have risen sharply this year to become some of the most expensive in the world as international companies seek footholds in rapidly emerging markets. Page 12

**STOCK MARKET INDICES**

		IN STERLING
FTSE 100	1,055.9	(+13.8)
Yard	4.94	
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## Berlusconi troubles rebound on Bank of Italy

By Robert Graham in Rome

The Berlusconi government has failed to resolve the delicate issue of nominating a new director-general for the Bank of Italy, letting the matter slip until September.

The bank's Higher Council, responsible for making the formal nomination, had been expected to agree yesterday on a replacement for Mr Lamberto Dini, who left to become treasury minister after general elections in spring.

But Mr Antonio Fazio, the bank's governor, failed to signal that the council would be called in extraordinary session; only such a meeting can determine who will hold the number two job at the bank.

The postponement is a further sign of difficulties encountered by Mr Silvio Berlusconi, the prime minister, as he tries to fill top jobs. It was only this week, after two months' wrangling among the partners in the right-wing coalition, that the government agreed on the compromise choice of Mr Michele Tedeschi to head Iri, the principal state holding.

Attempts to find an acceptable successor to Mr Dini have come up against competing interests in the Bank of Italy and the government.

Although the 13-man Higher Council chooses the replacement, their choice must be confirmed by the head of state in conjunction with the prime minister and treasury minister. In the wake of the Council's previous abortive meeting at the start of the month, the government issued a strongly worded statement asserting its right to make nominations to senior posts at the bank. This right was not to be confused with the bank's autonomy, the statement insisted.

However, the Bank of Italy continues to press for someone from within the institution, preserving both tradition and a sense of autonomy. The logical successor, in hierarchical terms, would be Mr Tommaso Padoa-Schioppa, the most senior of the two deputy director-generals. But the government regards him as too close to Mr Carlo Azeglio Ciampi, who resigned as bank governor to become prime minister in 1993 and who promoted Mr Fazio above Mr Dini.

The Berlusconi government wants to introduce new blood to the bank. Its favoured candidate has been Mr Rainer Masera, a former head of the bank's research department, liberal economist and currently in charge of Iri, the state controlled financial group.

A compromise which would give the vacant job to Mr Vincenzo Desario, the junior deputy governor who is close to Mr Fazio, has yet to find support. But the weaker the Berlusconi government becomes, the more Mr Fazio is likely to get his own way.

The debate over the choice of a replacement does not reflect on the quality of the respective candidates but rather whom each person is seen to represent. Whatever the outcome, relations between the government and the bank risk being damaged.

Bank officials said yesterday that by allowing more time for reflection, it was hoped an acceptable solution could be reached that would avoid harming such a sensitive relationship.

Good links between the two have become all the more important as the economy begins to recover from recession and as the government crisis produces pressure on the lira that could force up interest rates.

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Emma Tucker on the problem at the heart of airline competition in Europe

## Flying the flag crowds airways

To understand why air transport is one of the last industries to face the rigours of competition in Europe, a good starting point is terminal 2, at London's Heathrow airport.

From the spectators' gallery overlooking the European hub, the picture is clear. Spain's Iberia sits alongside Air France. Germany's Lufthansa follows the Dutch KLM carrier on to the runway. The blue insignia on the tail of Belgium's Sabena pokes out from behind Italy's Alitalia.

"The biggest barrier to air transport liberalisation in Europe is this crazy idea that every member state has to have its own airline," said a European Commission official. The result is that a relatively small land-mass is supporting too many airlines.

Europe's state-owned airlines occupy the same place as flags, languages and national anthems in the hearts of Europe's citizens. "People still assume there is something glamorous about flying," said the official. "But...airlines are just glorified bus companies."

National pride more than anything explains why, six

months after a Brussels committee urged Europe to speed up liberalisation of its airways, the Commission was yesterday unable to veto the last of three cases of state-aid to airlines to come before it this year - Air France, Greece's Olympic and TAT of Portugal.

"It wasn't really a question of what Brussels believed, it was a question of what it could get away with," said an industry official yesterday.

"In the late 1980s and early

### State carriers are like flags, languages and national anthems

1990s, when PanAm and Eastern Airlines went under," said a US diplomat in Brussels, "the US government resisted enormous pressure to intervene. In the long run, US carriers and consumers are better for it. The European Commission should have stood up to these subsidies in the same way."

The diplomat also noted that the Commission's conditions on state aid to Air France left the door open for further aid and were not tough enough to

offset the "negative and distortive effects" on competition.

The decision, and the other state-aid approvals, formed part of Brussels' careful approach to liberalising this most sensitive of industries. Its conclusions - in what looked like an attempt to steer a course between the EU's liberalisers and more interventionist members - argued that although privatisation was the implicit answer to the industry's woes, a restructuring period was necessary first.

The most recent hand-outs were thus the so-called "one-time-last time" payments, which would allow carriers to get back on to a normal commercial footing before privatisation.

The question now is how long the airlines can delay privatisation. The one condition that Air France's rivals would have liked to have seen imposed by the Commission would have been a definite date for privatisation. But none was set. Mr Bernard Bosson, the French transport minister, said yesterday: "Some will just end up servicing regional traffic."

"What is happening now, is

that everybody knows that the contraction of the airline industry is inevitable in Europe," said the Commission official. "Governments are trying to make sure that when the fight finally comes, their national carriers will be the ones that survive."

Yesterday the US administration made clear its dismay at the Brussels decision.

Until then - so far British Airways and British Telecom remain the only EU "flag-carriers" to operate entirely privately - consumers will remain the overall losers.

According to the report on which the Commission's decision was based, European airlines' operating costs are about 48 per cent higher than those of their US counterparts and total labour costs nearly 37 per cent higher.

In addition, global competition is hotting up. "In the US, cost structures are coming down even further, and that will affect European carriers' competitive capability," said Mr Murphy.

"It is obvious that not all the national carriers will survive." Mr Peter Höbel of Lufthansa said yesterday: "Some will just end up servicing regional traffic."

Seasonality is one of Olympic's problems. Traffic is concentrated between June and September, when passenger loads are close to the maximum. In the winter, months, domestic flights to the Greek islands may be two-thirds empty.

Nevertheless, Olympic is obliged to serve island routes year-round, unlike foreign charter operators who fly between April and October and switch destinations from year to year according to tourist demand.

The government argues that a regular air service is important to keep Greek island communities alive.

Population of the Aegean islands has

stabilised over the past decade, after 20 years of decline. More than 20 island airports are now able to handle medium-sized passenger jets.

In addition, Greece's dispute with Turkey over control of Aegean airspace means that maintaining flights to the eastern Aegean islands, close to the Turkish coast, is seen as vital to the national interest.

Aside from politics, Greek passengers on international flights show a surprising degree of loyalty to their national carrier, considering its record on punctuality and customer service is considered the poorest among European Union airlines.

## Political motives help keep Greek airline airborne

By Kerin Hope in Athens

The Greek government has strong political motives for ensuring the survival of Olympic Airways, the debt-burdened state carrier.

For a start, more than 4m diaspora Greeks, living mostly in the US, Canada and Australia, travel home frequently. They are courted by Athens as an important source of investment in Greece and influence abroad.

Olympic lost Drs 7.7m (£23.6m) last year on long-haul routes to the US and Australia, equivalent to 66 per cent of overall operating losses.

But, in arguing for approval of its

subsidiaries to Olympic, the Greek government persuaded the European Commission that New York and Sydney flights should be retained under the airline's restructuring plan, approved earlier this week, because they help maintain cultural links and boost trade.

Greek migrants' remittances and shipping income, the Greek negotiators pointed out, together bring in more than \$4bn a year, equal to almost two-thirds of Greek export earnings.

US carriers are willing to operate direct flights to Greece only in the summer tourist season.

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# Japanese rise in output holds steady

By William Dawkins in Tokyo

Japanese industrial production rose in the three months to June for the second consecutive quarter, the first time it has done this since the downturn hit nearly three years ago.

Increased sales helped output in the second period to rise by 0.8 per cent against the opening three months of the year, when production increased by 1.5 per cent, according to the Ministry of International Trade and Industry. However, it warned that output might weaken in the third quarter, due to price advantages given to imports by the yen's strength.

Output in June rose 2 per cent from the previous month, having fallen in April and May. On an unadjusted basis it was stagnant in the year to June, breaking a record 32 consecutive

months of decline.

Manufacturing sales rose 4.1 per cent from May to June, contributing to a decline in stocks of unsold goods. Miti's index of inventories to annual sales fell by 4.1 per cent to 113.5 in June, not far above 110 at which the ministry believes stocks will be sufficiently reduced in line with demand. Officials said stock reduction was in the final phase and posing less of a drag on production.

Japanese business planned to reduce investment in plant and equipment by 3.2 per cent in the final quarter of the year, after a 2.8 per cent fall in the third quarter and a 4.4 per cent decline in the second period.

This confirms that corporate investment has yet to bottom out, and that the fragile signs of recovery are being supported mainly by personal spending.

**Anti-personnel mine curb by UK**

By Bruce Clark, Defence Correspondent

The UK government, faced with mounting evidence of the tragedy caused by anti-personnel mines, has announced a ban on the export of all such weapons, except high-technology models which are primed to self-destruct.

The "self-destructing" variety of mine is supposed to avoid the risk of civilians being accidentally killed after hostilities have ceased.

More than 100m mines have been scattered around the battlefields of the world, and the United Nations estimates that at least 800 people die every month as a result of stepping on them. Worst affected countries include Afghanistan, Angola, Cambodia and Iraq.

Britain has not in practice sold any mines since 1985. However, this week's announcement is apparently intended to bolster the UK's authority in international negotiations over the trade. It amounts to an undertaking that sales of the cruder variety of mine will not be resumed.

## NEWS IN BRIEF

### UK dam loan to be renegotiated

The controversial subsidised loan provided by the UK government for the Malaysian Pergau dam project is being renegotiated, report Robert Peston and James Blitz. Bankers said yesterday the £24m cash cost to the UK government of providing the interest rate subsidy over 14 years may be reduced. However, a banker stressed the initiative had come from Malaysia. British officials regard it as a commercial request which does not significantly alter the basis of the subsidy agreement that was struck in February 1991.

Last year, a UK National Audit Office report criticised the method of providing the subsidy chosen by the Overseas Development Administration, saying the cost to the UK taxpayer would be £5m more than if a more economical option had been chosen. The original Pergau loan of more than £200m was provided by commercial banks headed by Schroders, the UK merchant bank. It was made to Tenaga Nasional, the Malaysian electricity authority, for the construction of a hydro-electric dam at Pergau, though the loan was guaranteed by the Malaysian government. Tenaga pays a minimal interest rate, but the commercial banks receive a market rate, thanks to the UK government subsidy.

### Asian may act against sect

South-east Asian governments will meet in Malaysia next week to co-ordinate action against an Islamic sect whose growing influence has alarmed the authorities in the Moslem countries of the region. Victor Mallet reports from Bangkok.

The Al-Aqam movement, named after an early companion of the prophet Mohammed in Mecca, is a mystical sect that believes in the imminent arrival of an Islamic messiah. Called "technological sufism" by some supporters, Al-Aqam preaches basic Islamic values but also has extensive business interests - including restaurants, software companies and advertising agencies.

Malaysian police have detained suspected Al-Aqam supporters in the past week, accusing them of distributing pamphlets illegally. Indonesia is also considering a ban and the small Sultanate of Brunei has already outlawed the group.

### Beijing attacked on rights

Human Rights groups have accused Beijing of "tightening the noose" on dissidents following the US decision in May to renew China's most favoured nation trading status and to de-link trade and human rights, Tony Walker reports from Beijing.

Human Rights Watch/Asia said in a 27-page report issued today that the authorities had begun holding dissidents in "prolonged incommunicado detention" without informing their families of their whereabouts or, in some cases, acknowledging their arrest. China also promulgated new security laws in June just days after the MfN decision aimed at "further restricting the ability of activists to meet, speak and organise."

### Nuclear bomb claim rejected

Officials in South Korea yesterday expressed strong doubts about a claim by a senior North Korean defector that his country possesses five nuclear bombs, John Burton reports from Seoul. It said there was no evidence to support the claim by Mr Kang Myong-to, the son-in-law of the North Korean prime minister. Seoul says North Korea has the plutonium but has been unable to convert it into bombs. Similar assessments were offered by officials in Washington and Tokyo, although they did not totally dismiss Mr Kang's information.

## Allies accused by US of appeasing Iran

By Our Foreign Staff

The US yesterday accused its allies of "appeasing" Iran, in the wake of recent terrorist bombings attributed to pro-Iranian Islamic groups.

Although not named, Germany and Japan, both of which have maintained commercial relations with Tehran, were clearly among the targets of criticism from Mr Warren Christopher, the secretary of state, who called Iran an "outlaw nation". The US has also complained in the recent past about German intelligence contacts with Iran.

Yesterday, Mr Christopher told the House of Representatives foreign affairs committee that the bombings in Latin America and London were "a tragic reminder that the enemies of peace remain formidable".

He named Hezbollah, a Lebanese Shia group, as one of a number that "wreak havoc and bloodshed" and must be defeated, adding that "Hezbollah's patron, Iran, must be contained".

Iran, he said, "is an international outlaw, yet some nations still conduct preferential commercial relations with Iran and some take steps to appease that outlaw nation. They must understand that by doing so, they make it easier for Iran to use its resources to sponsor terrorism throughout the world".

He described himself as "absolutely mystified why these countries are unwilling to put their commercial interests aside and recognise that this kind of terrorism must be dealt with and dealt with very harshly".

In London, Mr John Major, the British premier, accused the Iranian government of presenting "a serious challenge to the international community," amid a growing conviction in Whitehall that an Iranian-sponsored terrorist group was responsible for the London bombings.

Mr Major said that Britain would prefer a normal relationship with Iran, but that many aspects of her behaviour were "simply unacceptable".

The prime minister also went out of his way to condemn the Iranian government of behaviour that was "threatening" to the international community.

He said the British authorities could not yet be certain what lay behind the terrorist acts but that they had been perpetrated by people "who refuse to abide by the rule of law and by the principles of a civilised society."

His warning came amid indications that British officials have gathered evidence from intelligence sources which suggests the group which carried out the was also responsible for the suicide car bomb attack on a Jewish centre in Buenos Aires, in which 96 people were killed earlier this month.

British officials said there was not yet unequivocal proof of the involvement of Tehran, but that all the circumstantial evidence pointed in that direction. If that judgment was confirmed, it could lead to a renewed break in Britain's relations with Iran.

Mr Christopher declined to name the countries appearing Iran. The US, would share intelligence about Iran with them "to see if we can't draw them back from this conduct which I think unnecessarily encourages Iran and is very destructive of the international coordination that we should have."

• THE UN Security Council is today expected to issue a statement strongly condemning terrorism and emphasising the need for strengthened international cooperation in fighting it in the aftermath of the bomb attacks on Jewish targets in London and Buenos Aires, Jimmy Burns adds.

Despite money supply growth of 40 per cent in the first five months of 1994, the minister was confident that

Nostalgia is part of it, but so is business, writes Victor Mallet

## France rediscovers Indochina



President Mitterrand with Nguyen Manh Cam, Vietnam's foreign minister

*Perhaps that's what youth is, to believe that the world is made of inseparable things: men and women, mountains and plains, humans and gods, Indochina and France*

S o said Eliane Devries, the French plantation owner in Vietnam played by Catherine Deneuve in the film *Indochine*.

Such films set in the colonial era - another is *L'Amant*, in which a French schoolgirl has a passionate affair with a wealthy businessman from Saigon - have encouraged thousands of sentimental tourists to visit France's former colonies in Vietnam, Cambodia and Laos.

But the attachment to Indochina goes beyond mere nostalgia. Like the rest of Europe, France has yielded to Japan the greater share of trade and investment in Asia's other emerging economies; it hopes that in Indochina it can recover lost ground and use its cultural, linguistic and historical ties to build a solid base for French companies in the heart of Asia.

Little effort has been spared in this quest, especially in Vietnam, the most important and populous of the three countries. France's President François Mitterrand last year became the first western head of state to visit a united Vietnam, and several French ministers have followed.

Mr Mitterrand openly criticised the US economic embargo of Vietnam (which has since been lifted) and his government helped Hanoi with a bridging loan to pay its arrears to the International Monetary Fund. Both gestures were much appreciated by Vietnam's communist rulers, who began economic reforms in the late 1980s and are now presiding over a fast developing but still poor nation of 70m people.

The French embassy in Hanoi - which is being enlarged to cope with its increased responsibilities - says France's aid to Vietnam doubled in each of the last five years to reach nearly FFr500m (£50m) in 1993. France has spent freely on promoting French language and culture.

Evidence of France's extensive commercial involvement in Vietnam is also

easy to find, from the oil exploration industry to the banking sector, from the aircraft and crew leased to Vietnam Airlines by Air France to the restored Sofitel-Metropole, the first luxury hotel in Hanoi.

France, with \$436m worth of projects approved by Vietnam, is the biggest European investor in the country - albeit behind Taiwan, Hong Kong, Japan and other Asian investors - and its products account for a tenth of Vietnam's imports. About 50 French companies have established offices in Vietnam.

"All things being equal, if you put two companies side by side, the Vietnamese would choose the French over the other, because they know the French," says Mr Joel Claude Grilhot of Crédit Lyonnais in Hanoi.

Few Vietnamese are nostalgic about the French colonial era which ended with the communist victory at Dien Bien Phu in 1954, but the cultural ties between the two countries are not merely a product of the French imagination.

Apart from berets and baguettes, the Vietnamese inherited a love of classical

music from the French, and most residents of Hanoi are as appreciative as tourists of the city's broad boulevards and 19th century French architecture. The Vietnamese language has absorbed numerous French words; *ga* (gare) is the station, and *xi mang* (ciment) is cement.

"The French bathed us in blood and fire, they pillaged our country," says Mr Hoang Xuan Dien, a 70-year-old war veteran who speaks fluent French and has relatives in France. "But the true France brought us a very humanist culture and we respect the true French - like Pasteur, for example."

The Vietnamese government not only welcomes France's commercial involvement and the dollars spent by French tourists, but also regards Paris as an important international ally.

Facing an unfriendly China (an old enemy which invaded northern Vietnam briefly in 1979) and a still-suspicious US (defeated in the mid-1970s), Vietnam is anxious to make friends in Europe and around the world.

France, say Vietnamese diplomats, can provide the link not only to Europe but also to the community of French

speaking nations - La Francophonie. Vietnam is now bidding to host the 1997 Francophone summit.

France's "return to the Indochina stage" - the phrase used by Mr Mitterrand's spokesman - has moved faster in Vietnam than in Laos or Cambodia. In Laos, Australian and Thai investors are particularly active. In Cambodia, France overreached itself by insisting that medical and other students financed by French aid should be taught in the French language, prompting demonstrations by students demanding to be taught in English, the *lingua franca* of business in south-east Asia.

Cambodian officials, some of them brought up in France, also accused France of making empty promises of substantial military aid for the fight against Khmer Rouge guerrillas and then delivering only military advisers. In both Cambodia and Vietnam, France has now softened its stand on the language issue. French diplomats and aid officials in Hanoi and Phnom Penh readily accept that English is the second language of choice after the local language, while French can be a useful and enjoyable bonus.

Young Vietnamese will learn French if someone else is subsidising their lessons and if they see a chance of a job in Europe or with a European company, but the reality is that most French speakers in Vietnam learned the language before 1954; about 700 students study French at the Alliance Française in Hanoi, but most of its 6,000 members are elderly.

Even the supposed commercial benefits for France of its historical ties to Indochina are a matter of debate. "I don't think we're necessarily treated favourably," says Ms Fabienne Couty of the French embassy in Hanoi. "The Vietnamese are very pragmatic."

That view is repeated at the Vietnamese foreign ministry by Mr Trinh Duc Du, head of the western and northern Europe department. "Business is business," he says.

In *Indochine*, Eliane's adopted Vietnamese daughter Camille, a communist activist by the end of the film, puts it much more brutally. "Your Indochina," she tells Eliane, "no longer exists."

## Devaluation fears shake Egyptian pound

By Mark Nicholson in Cairo

The Egyptian pound yesterday rallied from a bout of panic selling sparked by heightened fears of an imminent devaluation against the dollar, brokers said.

The speculative rush jolted the currency to a low of £23.425 against the dollar at one point on Wednesday, with the central bank entering the market to buy pounds for dollars for the first time in several

years. Bankers said they estimated the central bank between "tens of millions" and \$200m dollars to support the pound. The central bank declined to comment.

The bank, which has amassed foreign currency reserves of \$16bn during the past three years of economic reforms guided by the International Monetary Fund and the World Bank, has previously intervened only to buy dollars and limit the rise in the pound.

which has been bolstered by high real interest rates.

However, brokers said the local market had been alarmed this week by a report in al-Wafid, a liberal opposition newspaper, that the government and the IMF had agreed in talks last week to devalue the pound to a rate of £24 by the year's end. "Basically the town ran dry of foreign currency," said one banker.

Dealers said the currency stabilised at £23.397 yesterday

after a series of senior Egyptian officials denied there were any plans to devalue the currency.

Dr Abdel Shakur Shabani, Egypt's representative on the IMF board, was quoted in local newspapers as saying reports of an imminent devaluation were "baseless".

Egyptian officials claimed last month they were resisting strong pressure from the Fund to devalue. Officials argued that whatever benefits such a devaluation might have for

Egypt's export competitiveness would be outweighed by the damage to hard-won confidence in the currency.

The IMF is understood to have said that the pound was being held inflexibly at a rate it calculated to be as much as 40 per cent overvalued relative to Egypt's main trading partners. It is also believed to have sought accelerated cuts in interest rates. The benchmark three-month treasury bill rate is 12.2 per cent.

## Zimbabwe's new budget aims to appeal to voters

By Tony Hawkins in Harare

Zimbabwe was presented yesterday with a pro-investment, pro-growth and pro-voter budget that cuts taxes, introduces incentives and narrows the deficit but proposes no significant revenue measures.

The budget deficit in the fiscal year to the end of last month was cut to 7.9 per cent of gross domestic product from 11 per cent the previous year.

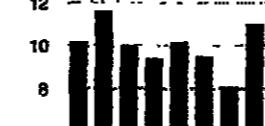
Mr Emerson Mnangagwa, standing in for Dr Bernard Chidzero, finance minister, who is ill, predicted a further reduction to 5 per cent in the current year. This has been achieved largely by leaving some Z\$2.5bn (£200m) of accumulated parasatal losses off the balance sheet, including Z\$1bn needed to finance the country's strategic grain reserve. If these losses are included, the 1993-94 budget deficit rises to some Z\$3.5bn or 14 per cent of gross domestic product.

The government expects revenue to increase by 21 per cent in the current year to June 1995 and spending by 13 per cent, or less than the likely inflation rate.

Despite money supply growth of 40 per cent in the first five months of 1994, the minister was confident that

Zimbabwe

Budget deficit as a % of GDP



Source: Ministry of Finance \*forecast

Inflation will fall from 23.8 per cent last month to 15 per cent by the end of the year and 10 per cent by mid-1995. He predicted economic growth of 4.4 per cent this year, against 2.1 per cent (revised) in 1993 and 5 per cent next year.

Tax changes include a reduction in company tax to 37.5 per cent from 40 per cent (with effect

# Japan to soften on opening markets

But not as much as Washington wants.  
Gordon Cramb sees the US deadline draw near

Japan is putting to the US new proposals aimed at opening its markets further to foreign companies, but officials in Tokyo indicated yesterday that these would fall short of the Clinton administration's demands that it agree standards by which improvements could be measured.

The US has set Sunday night as the deadline for agreement on changes in Japan's procurement regime governing telecommunications and medical equipment.

If no agreement is reached, the US will then cite Japan as having a closed market and start the clock running for 60 days of talks and consultations during which Japan would have to make suitable concessions or face sanctions.

That period would end on September 30, the same day the US must announce the world's most unfair trading practices under the revised Super 301 law which allows US action against countries discriminating against US exports.

Mr Sadayuki Hayashi, Japan's deputy foreign minister, was due to arrive in Washington last night for talks with Ms Charlene Barshefsky, the US trade representative. These talks follow the failure of last weekend's negotiating session on liberalising any of the three key sectors in which the US says Japan must show progress: insurance, government procurement of tele-

communications and medical equipment, and vehicles.

Moves on the latter two fronts were being suggested in Tokyo yesterday. The Japanese bank said it was considering overtures from the big three Detroit car makers for concessional loans which they would use to boost production of right-hand drive vehicles for the Japanese market.

Japan's Ministry of International Trade and Industry said a "viable compromise" could be reached on procurement policies for government departments and other big state purchasing authorities which would benefit foreign telecoms and medical equipment suppliers.

Under an existing agreement to come into force next April, each contract worth more than \$DR800,000 (\$1m) will be put out to international tender. MITI officials suggested that lowering this threshold progressively was the "only reasonable solution" to US complaints that its companies would still be shut out of lucrative deals.

They said potential foreign bidders would be canvassed for their views on technical specifications and price. But they made clear that the current plan would increase tenfold the workload in ministerial procurement departments where Japan's economic downturn had squeezed funding. Mr Hayashi is said to be unlikely to countenance a reduction to

anywhere below \$DR400,000, and will probably hold out for a higher trigger point and another two years or more before that would take effect.

But MITI acknowledged that these are points of detail in meeting the wider US demand for measurable criteria which would commit the Japanese government to delivering progress in the private sector as well as on its own behalf.

The Liberal Democratic party, which under Mr Ichiro Miyazawa reached the framework agreement with President Bill Clinton last July, may be back in office after a year's absence during which Mr Morihiro Hosokawa, his reformist successor, refused to submit to US strictures during trade talks in February. No Japanese party appears prepared, however, to stomach an accord echoing the 1984 semiconductor pact which committed Japan to allowing foreign producers a 20 per cent share of its domestic market.

Even if they are not expressed in cold numerical terms, Japan sees such targets as handing Washington a stick with which it could be given a beating at any politically convenient moment. But as one US official in Tokyo put it yesterday, "How then do we declare success? Even if it's backward-looking, how are we to know what's good or bad unless we can decide in advance?" what the goals should be?

Matsushita said it would start producing this autumn 150,000 colour television sets and \$50,000 audio visual products a year through Salora International, a consumer electronics maker based in New Delhi with which the Japanese company has a technical co-operation agreement. The new Indian subsidiary will provide after-sales services and handle publicity.

## Matsushita Electric eyes India

By Emiko Terazono in Tokyo

Matsushita Electric Industrial, the world's largest consumer electronics group, will establish a marketing subsidiary in India by the end of this year, following approval from the New Delhi government.

Japanese consumer electronics makers have been showing increasing interest in the Indian market due to its size and growth potential. Sony, another leading electronics maker,

recently applied for government approval to launch its first television production plant there.

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## Cyprus investment bank for Russia

The Cyprus Development Bank is setting up an investment bank in the Krasnodar region of Russia, with backing from Greek and Russian banks and the European Bank for Reconstruction and Development, writes Karin Hope in Athens.

The new bank, to be called Investment Bank of Kuban, is due to start operating in Krasnodar early next year. It aims at channelling funds from private investors and international agencies into tourism and industry under a plan launched last year by the Cyprus and Russian governments to develop the region.

The state-controlled CDB, together with Commercial Bank of Greece, will control and manage the new bank, which will have a capital base of \$7m. In addition to the KERD, two local banks, Kuban and Bank of Kuban, will also take equity stakes in the bank. A CDB official said the bank planned to participate in joint ventures in food-processing, timber, and cement production, and tourism, identifying a recent UN-backed study of the region as promising sectors for investment.

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Pacific Dunlop, the Australian industrial conglomerate, has formed a joint venture with Guangdong Post and Telecommunications Administrative Bureau, to make large scaled lead-acid industrial batteries in China, writes Nikki Tait in Sydney.

Manufacture of the batteries will centre on the Nansha development zone, and the product will initially be targeted at the Chinese domestic market. The batteries are used primarily in the telecommunications, utility and rail industries, and as a power supply backup for computer installations.

The joint venture company will be 60 per cent owned by Pacific Dunlop's GNB Industrial Battery division, and 40 per cent by Guangdong Post and Telecommunications.

Spokesman to an informal session of the Gatt working party on Chinese membership, Mr Long Yongtu, Beijing's chief Gatt negotiator, said progress since the last meeting a month ago had been "disappointing". Nevertheless, China would continue to participate in negotiations on its accession protocol "with a flexible and constructive attitude".

Perhaps significantly, Mr Long did not mention China's aspiration to become a Gatt member by the end of the year so as to join its successor, the World Trade Organisation, as a

## EU cautious on S Africa aid

By Lionel Barber in Brussels

The European Union is on the brink of approving a package of trade benefits to South Africa which falls short of promises to offer generous support to the new post-apartheid regime headed by President Nelson Mandela.

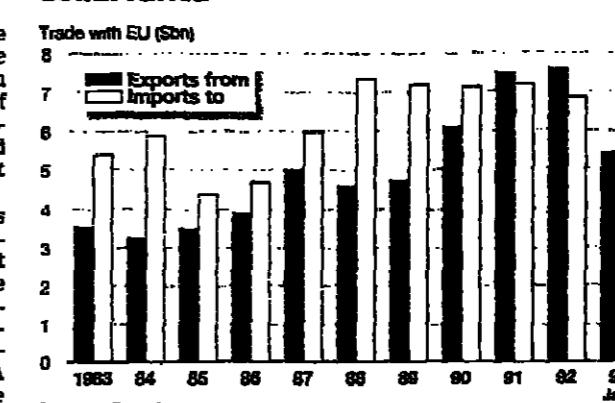
The niggardly offer stems from French-led efforts to protect the European market against potentially competitive South African products, particularly in the paper and agricultural sectors, according to British and German officials.

A second factor appears to be concern that South African penetration of European markets may be at the cost of former Portuguese colonies in Mozambique and Angola.

The EU-South Africa negotiations are seen as a test case because the new regime in Pretoria sees itself as the prototype of a new developing country eager to use trade rather than aid to reduce income disparities and compete in the world economy.

Britain and Germany have successfully pressed France to

### South Africa



be more forthcoming during negotiations on the trade package, which was promised before the first free elections in South Africa last May.

French hesitation aroused resentment in Brussels because President François Mitterrand insisted on being the first European leader to visit Mr Mandela after his inauguration.

Negotiations involve the EU giving South Africa access to its generalised system of preferential treatment.

South Africa has a distinct competitive advantage, is not on the list because of Mediterranean objections.

Under a compromise, the EU is considering removing some sensitive products from the GSP list and subjecting them to a "tariff-free quota" as well as surveillance mechanisms. Among these are wood and furniture (Italy), metal furniture (Portugal), manganese oxide (Belgium) and paper (France).

EU diplomats hope for a deal in the next week which could go into effect under a fast-track written procedure, without ministerial approval. But this requires unanimity.

The present trade package is due to last until the new year, when member states are due to approve a revised GSP system which will encourage developing countries to improve labour and environmental standards.

The next step will be to conclude a deal between South Africa and the EU which may include offering the Pretoria regime something like the Lomé Convention, the privileged status accorded to former European colonies in Africa.

## Beijing protests at 'unacceptable' US demands for its entry to Gatt

By Frances Williams in Geneva

Pacific Dunlop, the Australian industrial conglomerate, has formed a joint venture with Guangdong Post and Telecommunications Administrative Bureau, to make large scaled lead-acid industrial batteries in China, writes Nikki Tait in Sydney.

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The joint venture company will be 60 per cent owned by Pacific Dunlop's GNB Industrial Battery division, and 40 per cent by Guangdong Post and Telecommunications.

China said yesterday it was prepared to continue negotiations on terms of entry to the General Agreement on Tariffs and Trade but made clear that certain demands, especially by the US, were "unacceptable".

Speaking to an informal session of the Gatt working party on Chinese membership, Mr Long Yongtu, Beijing's chief Gatt negotiator, said progress since the last meeting a month ago had been "disappointing". Nevertheless, China would continue to participate in negotiations on its accession protocol "with a flexible and constructive attitude".

Perhaps significantly, Mr Long did not mention China's aspiration to become a Gatt member by the end of the year so as to join its successor, the World Trade Organisation, as a

founding member. This time-table is looking increasingly ambitious but not yet impossible.

Mr Long's remarks represent a considerable softening of tone from the angry blasts out of Beijing in recent days. Chinese officials have accused the US of blocking its membership bid and have threatened to call off the eight-year talks if Washington does not back down from demanding China join Gatt as a developed country.

China this week circulated a paper outlining what it considered should be in the accession protocol, a move which western trade diplomats took as a clear sign of Beijing's continued readiness to negotiate. However, they said there was a very wide gap between China's "minimalist" version and the "maximalist" terms included in a paper compiled by Mr

Talks on the draft protocol, and bilateral negotiations on opening China's markets for goods and services, are expected to continue through August and intensify in September.

Mr Long said yesterday that the revised version of Mr Girard's paper, under discussion yesterday and today, remained "unbalanced and unacceptable", and unduly reflected the demands of "one major contracting party", a reference to Gatt.

In the most detailed statement of Gatt's position so far, Mr Long said China was prepared to take on its full obligations as a member of Gatt and the WTO. It was not seeking special privileges but

Beijing also opposed tough requirements for phasing in new rules on intellectual property and foreign investment, and accused trading partners of demanding commitments from China which go further than the Gatt or WTO agreements, such as the abolition of all price controls.

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## NEWS: UK

## Ford sets up first 'used car factory'

Ford yesterday opened what it claims to be the world's first "used car factory", employing more than 200 on a 15-acre facility at Tilbury, Essex, John Griffiths writes.

The "Ford Direct" plant, a joint venture between Ford, logistics group Silcock Express and the Royal Automobile Club, has capacity to recondition and prepare up to 1,500 used cars a week for resale by Ford's franchised dealer network.

The venture is believed to be the first used-car retailing scheme in which the manufacturer itself is taking direct responsibility for preparing vehicles for sale and providing warranties for them.

The decision to go ahead with the project was taken in response to research carried out by Ford over a nearly two-year period which, the company admits, showed motorists to be "deeply cynical" about the integrity of the retail motor trade.

More than 13,000 Ford cars up to a year old and with a total showroom value of £105m have already been refurbished and sold since the Ford Direct scheme, selling used cars with essentially new-car warranties and with a 30-day exchange option, began earlier this year.

Until the coming on stream of the purpose-built Tilbury facility, however, the cars had been prepared at four small regional centres.

Ford claims it has been already sufficiently impressed with the success of the scheme for it to be starting a pilot project in Scotland under which cars up to three years old will be brought within the scheme.

Some £5m has been spent on the Tilbury plant, which is being operated by Silcock Express on Ford's behalf, using Ford-trained personnel.

Cars less than a year old are collected from Ford and its major fleet customers and taken to one of five Silcock regional distribution centres for shipment to Tilbury.

Price rises for next decade held down to one per cent per year above inflation

## Water regulator acts to curb prices

By David Lascelles,  
Peggy Hollinger  
and James Blitz

A new price regime designed to curb recent sharp increases in Britain's household water bills was unveiled yesterday by Mr Ian Byatt, the director-general of Ofwat, the water industry regulator.

The controls, known as K factors, will hold future price increases to 1 per cent a year above inflation for the next ten years for the average household.

The 31 water companies in England and Wales, each of which enjoys a local monopoly, will also be expected to finance more of their investments themselves through greater efficiency.

Although the new K factors were at the tougher end of industry expectations, they were generally welcomed as fair in the industry and the City.

Most water company shares gained on the day. Only one company, South West Water, said it would exercise its right to appeal to the Monopolies and Mergers Commission.

The new K factors are weighted to give companies more rapid price increases in the first five years, when investments are heaviest. Average prices can rise by 1.4 per cent over inflation up to 2000. After that, the average increment over inflation falls to 0.4 per cent.

But there are wide variations. Southern Water, which has heavy clean-up costs on south coast beaches, is allowed 4 per cent, falling to 3 per cent, while four companies will not be allowed any real increases at all in the last five years.

These include South West Water, which had one of the highest Ks last time and is now to be reined in.

Yesterday's review marks the first reshaping of price controls for the water industry since it was launched in the private sector in 1989.

As Mr Byatt made clear, his review was not just about defusing the row over soaring household water bills. He also had to ensure that the water companies have enough money to finance the huge clean-up

### Pricing at the watershed



Annual price increase limits (% above inflation)	Anglia	Northumbrian	North West	Severn Trent	Southern	South West	Thames	Welsh	Wessex	Yorkshire
1995-96	1.5	2.5	2.5	0.5	4.0	1.5	0.5	0.5	1.5	2.5
1996-97 to 1999-00	1.5	2.5	2.5	0.5	4.0	1.0	0.5	0.5	1.5	2.5
2000-01 to 2004-05	1.5	2.0	0	0	3.0	0	0.5	0.5	0.5	0
Average over 10 years	1.5	2.2	1.2	0.2	3.5	0.5	0.5	0.5	1.0	1.2
Last pre-tax profits (£m)	102.2	57.0	268.0	281.0	127.5	93.0	317.0	144.2	103.3	143.5
Last annual investment (£m)	372.0	84.2	423.6	445.0	175.0	203.0	367.0	180.5	115.0	220.8
Average consumer bill now (£)	284	167	183	179	201	304	162	256	233	196

required by EU directives, and pay adequate dividends to their shareholders.

His new K factors are supposed to strike a three-way balance between these considerations. Judging by the mixed reaction yesterday, it was a partial success.

Consumers were disappointed that prices will still go up, and environmentalists said there will not be enough money to clean up beaches and rivers.

The main outcome of the review - a prediction that water prices will rise by just under 1 per cent a year in real terms over the next ten years - is certainly a big improvement on recent increases which have averaged 5 per cent and caused storms of protest. But it falls short of Mr Byatt's statement last year that consumers did not see why water bills should rise faster than inflation.

The National Consumer Council, which only a fortnight ago published a scathing attack on the returns reaped by water company shareholders at consumers' expense, said: "The fact that prices will

go up less than otherwise is

obviously good news, but they will continue to rise faster than inflation."

However there is a limit to how far Mr Byatt can go in limiting price rises. Although he can shift more investment costs off consumers and onto the water companies themselves, his first statutory duty is to ensure that the water industry can finance its environmental obligations.

But this did not satisfy the political opposition parties who accused Mr Byatt of being soft on the water companies, - and on generous chairmen's salaries which have also been in the headlines.

Mr Chris Smith, Labour's spokesman on environmental protection, said the review had failed to stop water companies loading most of the costs of long-term investment onto current consumers.

"Mr Byatt has said that the water companies could borrow much more - at preferential rates - to finance essential long-term improvements," he said. "But here he has completely ducked the issue."

The reaction in the water industry itself ranged from

cautious to grudging, though this disguised a sense of relief that the new limits were not as tough as many had feared.

The fact that only one company - South West Water, which faces especially large investment demands - will challenge its new price limits is probably the most palpable evidence that Mr Byatt has presented the industry with a price regime it can live with - and certainly an easier one than he proposed in his opening discussions last May.

"I think he struck a hard bargain with everybody, but got a little soft at the end," said Mr Mike Taylor, finance director of Northumbrian Water. "It may have tipped those who might have gone to the MMC away from doing so."

This was also the view in the City, where analysts believed that the new K factors would not seriously inhibit the industry's financial position, or its ability to pay sizeable real increases in annual dividends.

Much of the pressure of tighter controls will have to be absorbed by greater efficiency within the water industry. So the challenge now will be on

management to meet its investment obligations, and still have enough to spare to keep shareholders contented.

Mr Byatt thinks the industry can manage this, and analysts calculate that there is enough fat there to keep interest and debt cover at healthy levels.

Even so, Mr Byatt expects that the rate of return on assets will more than halve from last year's 13 per cent to around six per cent over the ten years covered by the new price regime.

Even though Mr Byatt expects investment costs and other factors to add £47 to the typical household bill by 2005, he expects tighter returns and operating expenditure to reduce that by £24, bringing the increase down to £23.

But though Mr Byatt stressed that "profits will be lower" he declined to go into any detail. The level of profit companies earned and the dividends they paid were a matter of company boards and management. Nor was he willing to speculate on whether K factors would help rein in chairmen's salaries. That, too, was no concern of the regulator.

### Britain in brief



### Heathrow rail deal won by Siemens

A £40m contract to build rolling stock for the Heathrow Express fast rail link has been won by Siemens Transportation Systems, part of the German electrical engineering group.

Siemens will build 14 air-conditioned electric trains designed to cover the 17-mile route between London Paddington station and the airport in 16 minutes. Delivery will take place between January and June 1997 for the service to begin the following December.

Thirty-two companies originally tendered for the contract with GEC and ABB, the Swiss-Swedish group, together with Siemens, making it to the shortlist.

One-third of the components, including air-conditioning, will be made in the UK with the rest from Germany and Spain.

This represents Siemens' first order for main line rolling stock in the UK though it did supply light rail vehicles for the Sheffield supertram.

Heathrow Express expects to operate six-car trains to and from Heathrow providing 344 seats and luggage space. Air travellers will be able to check in at Paddington.

BAAG, the airports operator, is a 70 per cent shareholder in the £300m Heathrow Express project, while British Rail has 30 per cent.

pollution than conventional buses - but which are also costing their operator, Transit Holdings, two-and-a-half times as much to buy.

Exeter-based Transit has paid £100,000 each for the two "Electrobus" 18-seat buses taking to the streets of Torquay, in the process making Iverco Ford the first manufacturer to supply such buses for regular operation in the UK.

The buses are powered primarily by a one-litre Fiat Uno car petrol engine which is completely encapsulated and pre-set to run at a quiet and fuel efficient speed. This engine, which is fitted with a catalytic converter, drives an electrical generator which provides current to an electric motor driving the wheels. The generator also charges storage batteries so the electric motor can be fed extra power when climbing a hill.

### Export scheme to expand

The Department of Trade and Industry is considering expanding the "export promoters" initiative which recruits private sector executives into the DTI to help UK companies win business in world markets.

### 'No action' against Archer

Mr Michael Reselline, the UK trade and industry secretary, yesterday concluded that his department "should take no further action against any party concerned" as a result of the investigation into accusations of insider dealing in relation to Anglia TV.

One of those under investigation, Lord Archer, the former deputy chairman of the Conservative party, said: "I am grateful to have been exonerated and would like to thank so many friends, colleagues and well-wishers for their vigorous support following disclosure of the investigation."

### Fujitsu expands at Aycliffe

The County Durham microchip plant owned by Japanese electronics group Fujitsu is on target for a further £300m plus investment, creating hundreds more jobs, according to Mr Llew Avis, personnel director.

### Jobs to go in NHS reform

Thousands of jobs including senior Civil Service posts will disappear under proposals to streamline the central management of the National Health Service announced yesterday.

Strict upper limits on the number of staff employed in regional administration will lead to the abolition of more than half the current posts in regional health authorities.

### Job losses at Nestlé

Hundreds of redundancies among administrative staff were announced yesterday by Nestlé UK, part of Nestlé, the world's largest food and minerals water group.

The company declined to comment specifically but employees affected by the job losses claimed that up to 450 jobs were being lost - mainly at headquarters.

Nestlé said: "Details of the results of the first stage, which looked at ways of simplifying working practices at Nestlé UK's headquarters in Croydon and at parts of the York and Hatfield sites, are currently being given to employees and we are unable to comment further."

### 'Hybrid' bus trials begin

A major commercial bus operator started trials of electric "hybrid" buses which emit much less exhaust

## Kimberly-Clark picks UK for European HQ

existing building cannot be found.

Kimberly-Clark, the large US consumer products group, is to locate its new European headquarters in the UK after investigating sites in Holland, France and Belgium.

The company, which manufactures Huggies disposable nappies, Kleenex tissues and Kotex feminine products, is to consolidate its existing European offices in Paris, The Hague and Tonbridge, Kent in a new, single complex.

One of the attractions of the UK is thought to have been its labour costs which are estimated to have been a third of those at other continental locations considered by the group.

Kimberly-Clark has appointed UK property consultants Grimley J R Eve to find premises, capable of accommodating more than 500 staff, to the south and west of London in an arc between the M25 and A3 motorways.

The company will consider building a headquarters on a greenfield site if a suitable

area of land is available. Worldwide sales of the company last year was just below \$7bn, (£4.5bn) producing pre-tax profits of \$800m. It has eight factories in the UK, two in France, two in Germany and one in Holland. European sales last year were \$900m.

Kimberly-Clark said yesterday: "The company has made a considerable investment in its European business in the last few years, including new research and manufacturing facilities and the acquisition of a number of prestigious consumer brands.

To continue our expansion we need to centralise our European management operations.

The ideal site must be able to accommodate our growth plans and be in a location that offers easy access to major air routes and international schooling."

**Tax system 'best for healthcare'**  
Alan Pike on a report which finds that the US or German insurance system is a tax on employment

National Health Service imposed a lower burden on industry than other systems.

The NHS consumes about 6 per cent of gdp - a low proportion compared with other countries. Britain's health spending is joint 19th among the 24 OECD nations with only Spain, Portugal, Greece and Turkey devoting a lower proportion of gdp to healthcare. But says the report, indicators like life expectancy and infant mortality showed that Britain's performance was "not markedly worse" than most higher spending countries.

In this sense, says the report, international data supported the view that the NHS - 83 per cent of which is financed through general taxation and a further 13 per cent from

related illnesses and accidents, it says, was estimated to be between £11bn and £16bn a year - the equivalent of 2.3 per cent of gdp. It was widely accepted that unemployment had an adverse effect on health, while "those on lower incomes are much more likely to report poorer health than those on high incomes." A man in professional social class 1 could expect to live more than five years longer than one of unskilled class 5.

The report concludes that, although the NHS had an important role to play in targeting poor and disadvantaged groups, the report suggests that these efforts must be accompanied by broader socio-economic policies if any real impact is to be made."

### TREVASSACK QUARRY CORNWALL

Helston 5 miles Truro 18 miles

Hardstone Aggregate Quarry (Serpentine)

Reserves Estimated to be at least 1.25 million tonnes

Potential for landfill or leisure use

### FREEHOLD FOR SALE

Offers invited for the freehold interest

## MANAGEMENT

## BOOK REVIEW

## Innovation along simple lines

By Christopher Lorenz

'For the first time in a decade, a renewed wave of interest in creativity and innovation is in the making'

**T**here are two ways in which a company can create more value for its shareholders, apart from the defeatist route of selling out. In the short term, it can put itself on a slimming course by removing management layers, "downsizing" its organisation and reconfiguring from scratch - or "re-engineering" - the main processes by which it operates.

But unless it wants to die of eventual corporate anaemia, it must also do some bodybuilding. That means growing its existing businesses, acquiring new ones or creating them from within.

After five years or more of painful slimming and 25 years of trouble with growth-by-acquisition, it is not surprising that many companies are turning their attention to internal business development. For the first time in a decade, a renewed wave of interest in creativity and innovation is in the making.

So a book which sets out to demonstrate how leadership and drive create commercial innovations that sweep the world is both timely and welcome, especially when it does so through a collection of 24 case studies of a warts-and-all nature. Creativity and innovation are untidy processes, yet they are usually presented as sanitised hero stories from which all the actual messiness has been removed.

*Breakthroughs!*, written by P. Ranganath Nayak and John M. Kettlerington from Arthur D. Little, the US technology-based consultancy, makes a virtue of that untidiness. As the authors say, its stories reveal "the creativity and cussedness, the politics and persistence, the determination and the dumb luck" involved in such radical innovations as JVC's video cassette recorder, Sony's Walkman, Raytheon's microwave oven, Nike shoes, Nantling fitness machines, Club Med holiday centres, and Philips/Sony compact discs.

The last two examples have been added, along with some useful general analysis, since the book was first published in 1986, when the ground was less fertile for its message.

Unlike 3M's peel-off Post-it notes, Fred Smith's Federal Express courier empire, and Toyota's "supermarket for cars" (its famous just-in-time production system), not all the stories in the book have happy endings.

EMI was unable, through a string of bad luck and strategic misjudgments, to turn its body scanner into a thriving worldwide business; its larger rivals did so instead.

Raytheon's pioneering "black magic" microwave oven development in the 1950s was overtaken by more innovative and marketing-aware Japanese companies (although the US group had the sense to buy into one of them).

But, happy or otherwise, the 14 case studies share several common threads, according to Arthur D. Little. Some are obvious, such as the importance of teamwork. The initial spark for a new concept is usually created by a technical or commercial inventor using what Arthur D. Little called "bisociative thinking" (reassembling known elements in new patterns). But he or she is only the first link in the organisational chain.

Some of Arthur D. Little's other conclusions are more controversial:

- That many breakthrough innovations - as many as half - come from large companies rather than

small ones.

- That successful breakthroughs are often technology-push, not market-led. This is a deeply unfashionable view, albeit natural for a high-tech consultancy.

- That commercial breakthroughs do not require a special company climate - though it helps. This conclusion is both inconsistent with some of the book's data and perverse: Arthur D. Little may be right that breakthroughs "can emerge from any environment", hostile or friendly.

The question is which type of organisation produces more of them.

The book is also at fault in its dogmatic and misleading distinction between breakthroughs and innovation. Breakthroughs are indeed "conceptual shifts that make history", but innovation is not necessarily just "the art of doing the same thing, better". In conventional terminology, that is "incremental" innovation, while Arthur D. Little's breakthroughs constitute "radical" innovation.

At a time when the stakes involved in different types of innovation are at last beginning to be understood by governments and institutional investors, the book takes an unhelpfully narrow view of it.

\* Published by Mercury Business Books, £12.95.

Otto Lambsdorff has every reason to feel dejected. For 20 years he has campaigned to shake up the boardrooms of leading German companies and to disentangle the complicated web of cross-shareholdings that dominate and - critics argue - weaken the German economy.

On the face of it, Lambsdorff, economics spokesman for the Free Democratic Party and chairman of DSW, Germany's largest small shareholder association, has had little success. Large-scale cross-shareholdings remain the norm in German industry, preventing hostile takeovers and stunting the growth of the stock market which is playing an increasingly important role in other leading economies worldwide.

The 57-year-old, who was economics minister from 1974 to 1984, remains undaunted. His campaigning has earned him a reputation as one of the most eloquent speakers on the workings of the German economy and he is convinced that he is making inroads. He points out, for instance, that a new law will oblige banks and companies to declare any shareholdings above 5 per cent that they hold in other companies.

But Lambsdorff wants to go further. Cross-ownership of the sort that exists in Germany is forbidden in many countries and, while achieving a similar ban may be impossible, more must be done to reduce the web.

If you look at what the big German banks, taken together, control - the shareholdings themselves, the supervisory board seats, the proxy voting rights - then it amounts to a concentration of economic power and influence which is largely beyond the reach of any outside control and which can lead to dangerous developments and abuse of power," Lambsdorff says.

His favourite bugbear is Westdeutsche Landesbank, the state-owned Düsseldorf-based bank, which Lambsdorff says calls the town in the state of North Rhine-Westphalia.

He singles it out as a particularly offensive example of a state-owned institution where there is an all too cosy relationship between the state's Social Democratic government, the Federation of German Unions and local industry.

"They buy shareholdings in industry the way other people collect pictures or stamps," he says.

The recent near-collapse of Metallgesellschaft, the metals, mining and industrial group, is a good example of how the banks, with their large stakes in the company and their positions on the group's supervisory board, were unable to prevent a debacle, he says.

The Frankfurt-based group lost



Otto Lambsdorff: "If you look at what the big banks control . . . it can lead to dangerous developments and abuse of power"

## Insider on the outside

Otto Lambsdorff explains his zeal for reform of German boardrooms to Michael Lindemann and David Waller

company in Germany and biggest creditor to Balsam, reflect bad management at the banks, Lambsdorff says. "A series of large bankruptcies like this damage the reputation of the German banks on the international capital markets," he warns.

The second

Financial

marktförderungsgesetz, or financial

markets promotion law, which is

set to come into force next week,

may do something to redress the

imbalance by making the corporate

landscape more transparent,

Lambsdorff argues. For example,

companies will be forced to declare

any shareholdings in other

companies once they exceed 5 per

cent, an improvement on the

previous 25 per cent threshold.

Supervisory boards - the non-

executive bodies made up of

shareholders and workers'

representatives - also need reform if they are to play a useful role, he says. In 1985 a law limited the number of supervisory boards an individual could sit on. Now, Lambsdorff argues, it is necessary to limit the size of the supervisory boards.

Some of Germany's largest companies - such as Volkswagen, where Lambsdorff is a supervisory board member - have 20 members, making them unwieldy. Critics allege that membership is often based less on professional competence than on political favouritism, while the annual fees paid to supervisory board members (average DM3,000) are too low to provide incentive for full involvement.

Supervisory board members need more direct contact with company accountants and the accountants should have extensive powers to sit in at important company meetings, he argues. Current arrangements mean that contact between the two parties is channelled through the company management - the people on the supervisory board is there to oversee.

Some argue that Lambsdorff may not be an ideal campaigner for the reform of supervisory boards. He sits on eight belonging to larger, listed companies and on a host of other smaller ones. He replies: "I'm an insider critic. That makes me even more difficult for them."

## CONTRACTS &amp; TENDERS

DOMINICAN REPUBLIC  
FOSSIL-FIRED POWER STATION  
INVITATION TO PREQUALIFY

Having been authorised by the Consejo Nacional para la Energia (CNE), the Corporación Dominicana de Electricidad (CDE) intends to select a private-sector firm to finance, build and operate a 250-MW fossil-fired power station consisting of two stages of 125 MW net each and all support facilities (the project) at a location in the Dominican Republic to be decided on the basis of environmental and planning studies being carried out. The power station will sell capacity and energy to CDE or its successors. CDE reserves the right to limit the project to 125 MW. The successful firm selected by tender, will undertake to develop the project on a build-operate basis.

The CDE has requested funding from the World Bank and the Inter-American Development Bank (IDB) to be on-lent to the private entity selected to develop the project. It is expected that the government funding could cover a portion of the financing requirements of the project. The balance of the financing would be mobilised by the selected developer from both equity and debt sources. Full private financing of the project is encouraged. Use of funding from multilateral agencies will be subject to fulfilling the procurement and environmental requirements of these agencies. The World Bank and the IDB finance goods and services only from their respective member countries, plus, for the World Bank, Taiwan, China.

The CDE now invites tenderers who have previous experience in similar projects to prequalify for participation in the tendering for this project. This prequalification notice is intended for the selection of firms to develop the project and to perform all operations necessary and required to design, fabricate, deliver, erect, test, commission, operate and maintain the complete 2x125 MW fossil-fired power station. It is expected that tenders will be invited by October 1994.

The evaluation will be based on the firm's experience in project development and management, financial standing and ability to arrange project financing. The evaluation criteria will be given in the prequalification document, which may be immediately obtained at no cost, by written request from the address below. Qualification statements will be received until 17:00 hours Santo Domingo time on 15 September 1994 in sealed envelopes, which must be either delivered by hand or by registered mail, to:

CORPORACION DOMINICANA DE ELECTRICIDAD  
Oficina Principal, Centro de los Héroes,  
Santo Domingo, Republica Dominicana  
Tel: (809) 533-1822 Fax: (809) 535-7472, 535-0376  
Telex 346-0081 RCA 325-1958

The envelopes must be clearly marked "APPLICATION TO PREQUALIFY FOR THE FOSSIL FIRED POWER STATION WITH APPROXIMATELY 2x125 MW OF CAPACITY - ATTN: ING. MARCO A. SUREZ, ADMINISTRATOR GENERAL".

Applicants will be advised, in due course, of the results of their applications. Only firms and Joint Ventures prequalified under these procedures will be invited to bid.

This publication modifies the closing date for receipt of completed Qualification Statements made on the Development Business on May 31, 1994.

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## CONTRACTS &amp; TENDERS

GOVERNO DO ESTADO DO CEARÁ  
SECRETARIA DO DESENVOLVIMENTO URBANO E MEIO AMBIENTECENTRAL COMMISSION FOR TENDERS  
CALL FOR TENDERS

## INTERNATIONAL CALL FOR TENDERS N° 043/94

The Central Commission for Tenders, on behalf of the Secretaria do Desenvolvimento Urbano e Meio Ambiente of the state of Ceará, is inviting Brazilian and foreign construction companies that are nationals of the member countries of the Inter-American Development Bank-IDB to participate in the International Call for Tenders 043/94, destined to contract works and services for the construction of Sewerage Pre-conditioning with sewage capacity of 4.8 m³/s, maximum work execution period of 420 days in a row under the Basic Infrastructure and Sewerage Program of Fortaleza.

Funding for execution of the project will come from the Basic Infrastructure and Sewerage Program of Fortaleza. Partial financing was negotiated by the Government of Ceará with the Inter-American Development Bank-IDB. The contract of the works must be submitted to the disposition of the Financing Contracts n° 695/OC-BR and 892/SF-BR signed with the IDB Dec. 9, 1992.

Qualification and price offer documents must be presented in Nov. 1, 1994 at 4 pm at Rua Silva Pauel, nº 324, Aldeota - Fortaleza - Ceará. Bids will be submitted in two different envelopes as follows: Envelope "A" - Documento de Habilitação ou Pré-Qualificação (Qualification or Pre-Qualification documents); and Envelope "B" - Proposta de Preços (Price Offer).

A complete set of rules governing the call for tenders can be obtained at the Secretaria do Desenvolvimento Urbano e Meio Ambiente located at the Centro Administrativo Governador Virgílio Távora - Cambéba - Fortaleza - Ceará - Brazil, during the period of July 31 and Nov. 4, 1994, at the cost of R\$ 150.00 (a hundred and fifty reais).

Fortaleza, Ceará, July 31, 1994  
The Central Commission for Tenders

PETROBRAS  
PETROLEO BRASILEIROINTERNATIONAL COMPETITIVE BIDDING NOTICE  
BIDDING NOTICE N° 874-81-0025/94

Petroleo Brasileiro S.A. - PETROBRAS has received a loan in various currencies equivalent to US\$ 260 million from the WORLD BANK and intends to apply a portion of the proceeds of this loan to the purchase of material and equipment for the creation of one hydroelectric Power Unit at Presidente Bernardes Dam, in Cubatão - SP - Brazil.

This bidding will be made under the rules of the WORLD BANK and its purpose is the purchase of the following control valves:

Item 1 - 144 control valves, globe type;  
Item 2 - 31 control valves, butterfly type;

Item 3 - 31 control valves, ball type;

Item 4 - 19 control valves, three-way type;

Item 5 - 04 control valves, self-operated;

Bidders may opt by the supply of one or more of the above items.

Eligible Bidders, from eligible countries, members of the WORLD BANK and Taiwan, China who have supplied to petroleum or chemical industries, the same quantity of above described items at least, for which they intend to bid, may obtain this bidding through the presentation of a bank deposit slip in the amount of R\$ 100.000,00 (one hundred thousand reais) to be made at Banco do Brasil S.A./Agencia PETROBRAS - Rio de Janeiro (code 3180-1) or account n° 977-100-8 in the name of PETROBRAS/ADM. CENTRAL or contact us at no expense at the following address:

Petroleo Brasileiro S.A. - PETROBRAS  
Serviço de Material - SERMAT

Av. República do Chile n° 65, 6º andar - sala n° 652

Cep: 20035-900 - Rio de Janeiro - RJ - Brazil

Phone: (021) 534-1731 or 534-1745

Fax: (021) 534-3897 or 534-3898

Ref.: EDITAL N° 874-81-0025/94

Alt.: Coordenador da Comissão de Licitação

## BUSINESSES FOR SALE

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For further details contact the Joint Administrative Receiver:

Peter Flesher, Grant Thornton, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP.

Tel: 071 383 5100. Fax: 071 383 4077.

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## CONTRACTS &amp; TENDERS

GOVERNO DO ESTADO DO CEARÁ  
SECRETARIA DO DESENVOLVIMENTO URBANO E MEIO AMBIENTE

## TECHNOLOGY

### Worth Watching · Vanessa Houlder



#### Putting the brakes on skidding

A system to help prevent cars from skidding has been developed by Bosch, the German electronic and vehicle parts manufacturer.

Its Vehicle Dynamics Control system depends on sensors which measure the rate at which the car is turning its vertical axis, together with the car's lateral acceleration, steering angle, wheel speeds and braking pressure.

These sensors feed information to an electronic control unit which is able to compare the requested steering angle with the actual course of the vehicle. The system then corrects any error in the car's course by braking the appropriate wheel.

The system is designed to be used in conjunction with anti-lock braking systems, which intervene when a wheel is about to lock during braking and traction control, which prevents the wheels from slipping during acceleration.

Bosch: UK: 0895 834466.

#### Breast cancer under the needle

Women with suspected breast cancer usually undergo surgical biopsies which can leave scarring. A technique based on technology developed for NASA's Hubble space telescope allows the biopsy to be performed with a needle rather than a scalpel, leaving a small puncture wound rather than a scar.

The technique allows the abnormality to be located by an X-ray imaging device which takes digital images of the suspected mass from two different angles. A computer calculates the co-ordinates of the abnormality, after which the sample is extracted with a needle.

X-rays have been used before to locate suspected abnormalities. However, the time needed to take

the pictures, develop the film and locate the co-ordinates of the abnormal tissue method takes about 15-20 minutes. The digital imaging device is quicker, gives a higher-quality image and exposes patients to half the radiation of the conventional X-ray method.

Nasa: US: 202 353 0000.

#### In search of the hot spots

Detecting sources of heat is an important aspect of fire fighting and prevention. Product Innovation has designed a hand-held device which emits visual and audible signals to detect heat sources as a relatively low-cost addition to the available equipment.

The Hotspotter sensor detects infra-red waves, which are converted into sounds and lights by a microprocessor. The intensity of the heat is indicated by the frequency of the sound and the colour of the light.

The uses of the Hotspotter include locating the source of a fire through dense smoke and spotting a potential fire risk. The device costs £120.

Product Innovation Holdings: 020 44277.

#### Matchmaking trap for woodworms

Buying a house can be a risky business and many purchasers err on the side of caution and spray for woodworm whether or not an infestation exists, writes Daniel Green. But from next year, it should be easier to discover if there is a true problem.

A UK company, Oxford Asymmetry, has developed a way to mass-produce woodworm pheromones, the sex hormone that brings male and female woodworms together.

Scientists at Oxford University studied the structure of the hormone and Oxford Asymmetry built a synthetic chemical "scaffold" around which identical molecules would form in its laboratories.

The company has now signed an agreement with Cardiff-based Agrisense which will market a woodworm trap; the idea is that new homeowners first test for the presence of woodworm before committing themselves to the dirt and expense of pest control.

Oxford Asymmetry, 57 Milton Park, Abingdon, Oxfordshire OX14 4RK. 0235 861561.

## PROPERTY

### Double act

**Andrew Russell on a bid to tap private funds for public projects**

as on CrossRail - may be misplaced.

One reason is that, as in any big civil engineering venture, the lead-time for projects can typically be two years or more. Many of the original projects associated with PFI, such as CrossRail and Heathrow Express, are large, with a long gestation period which critics have misinterpreted as evidence of lack of activity.

In addition, in spite of the government's more enlightened vision about the role of the private sector, public resources remain as tightly controlled as previously (especially when placed alongside private-sector resources in a joint venture).

The government can borrow money more cheaply than the private sector and therefore in absolute terms it is rarely possible to prove that a partnership with the private sector provides better value.

PFI modifies this strict "value for money" test in subtle ways. The extra cost of private money is now seen by government as being justified where its use brings associated advantages, such as the trans-

fer of risk away from the public sector and access to better management.

It is possible, though, to conceive of other benefits from the use of private finance, ranging from the fact that without it, a project could not proceed, to intangible spin-offs such as an improved environment.

The most obvious area of application for PFI principles is in the provision of transport infrastructure. However, few groups are capable of financing such schemes, and many observers believe that the real challenge for public and private sectors is to make PFI work with "smaller" projects, valued at between £50m (for a school) and £50m (a prison).

One reason for caution may be that the DfE - one of the UK's biggest sponsors of construction - is uncertain whether PFI changes anything at all.

The ground-rules implicit in Mr Clarke's quotation is that government contribution to any partnership must have a ceiling. Once that concept is introduced, the public investment assumes the nature of a grant. Many a recent public-

sector grant could easily have been re-sprayed in PFI colours.

However, DoE-sponsored projects differ in one important respect from those backed by other departments. A high proportion involve helping private-sector investments get off the ground, creating jobs and other benefits. In contrast, projects sponsored by other departments involve facilities for which the government is the only customer, such as prisons, higher education etc.

After an ischaemic stroke, victims may be given stronger clot-busting drugs such as streptokinase to try to clear the blockage quickly. In cerebral haemorrhages, blood thinners and clot busters are precisely what must not be administered as they would increase the blood flow to the brain. After the stroke, only risky brain surgery can help.

Modern research on drugs that might effectively treat stroke victims begins by analysing the biochemistry of the condition: what chemical events take place between blood flow disruption and cell death?

Unfortunately, biochemists cannot yet provide a complete answer. What is understood so far is that

when blood is cut off from brain cells, chemicals called excitatory amino acids are released.

These bind to receptors on brain cells and open channels into the cell. Through the open channels flow large amounts of calcium and sodium which can kill the cell simply by bursting it. The calcium and sodium are also involved in reactions inside the cell which release poisons such as nitric oxide, highly reactive substances called free radicals and even protein-eating enzymes that can digest the cell from the inside.

As if that were not enough, the inflow of calcium is a trigger for the release of more excitatory amino acids and the whole lethal sequence spreads out from the original core of damage.

"There is almost an active progression of damage going on for minutes, even hours, after the stroke," says John Reid of Glasgow University's department of medicine and therapeutics. Within a few hours, the dead core is surrounded by a larger area of dying cells, he

### Wilkinson is to be new managing director at Laird Group

Geoffrey Wilkinson, 48, has been appointed managing director of the Laird group, the vehicle components manufacturer, with effect from October, after having joined the company in June 1993 as finance director.

His replacement as finance director will be Jonathan Silver, 36, currently corporate development manager.

The moves follow on the announcement in April that the current chairman and chief executive, John Gardiner, would become chairman solely, and that the current managing director, Ian Arnott, 51, would be stepping into the role of chief executive.

Gardiner will retire from the chief executive role on October 1, when the other changes take

effect.

Laird is by no means an unfamiliar company to Wilkinson - he first became acquainted with the group when he worked for the Industrial Re-organisation Corporation more than 20 years ago.

Wilkinson has been (successively) a former chief economist, financial controller, and ultimately head of corporate mergers, investments and divestments at British Steel.

He left British Steel in 1987 and spent several years with US investment bank Dillon Read. In October 1991 he and David Prior established a partnership for a time working for Garry Klesch, who put up the equity for a series of steel service sector buy-outs.

Silver, a chartered account-

ant, first worked for Thornton Baker before joining Fisons, then moving on to Laird in 1988 as group management accountant.

More than 80 per cent of Laird's profits derive from overseas markets. Its last annual results showed pre-tax profits of \$33.2m.

Yesterday the company said that in future she would hold the post of chief executive and relinquish that of group managing director. Her husband, Gordon, remains chairman.

A range of other bodies are also swapping seats at the company, including three newly created executive directors, making a total of nine on the main board.

Jane Reid, head of the legal department since October 1993, is made a director, in charge of legal matters. Jeremy Kett, chief financial officer, who joined in March 1993, becomes director responsible for finance. Terry Harlin becomes director in charge of operations and distribution.

Stepping into the managing director's shoes is Stuart Rose, formerly director responsible for corporate development.

Two other directors assume different responsibilities in the shuffle. Michael Ross, once in charge of international retail, is now looking after strategic retail projects, while Jill Foster moves from looking after communications to strategic marketing.

The company says it is looking to recruit a new person in charge of communications.

The change in Anita Roddick's title is "a reflection of the business getting bigger", says a spokesman. "She spends a lot of her time travelling and this will relieve her of the day-to-day running of the business, in order to concentrate more on its direction and style."

Charles Bryant, 45, has been appointed to the new post of NATIONAL WESTMINSTER director of UK trade services for the bank's UK branch business sector.

His responsibilities extend to drawing together the operations, sales and marketing units of the sector's international trade and banking services division.

A former managing director of Midland Montagu, Bryant, will be joining NatWest in September.

Drugs researchers are seeking a stroke treatment that could transform current therapy, writes Daniel Green

## Brains on their minds

### Stroke treatments in research

Company	Country	Drug	Launch date
Upjohn	US	Freedox	1994
Ciba	Switzerland	Seftotel	1997
Akermes	US	Calpain inhibitor	?
Cambridge NeuroScience	US	Cerestat	2000?
Cephalon	US	Calpain inhibitor	?
Cenovus	US	Aces 1021	?
Fisons	UK	Remacamide	?
Gensia	US	Adenosine regulator	?
Gulford	US	PARS inhibitor	?
Wellcome	UK	619038	2000?
Sandoz	Switzerland	SDZ EEA 404	?
Synthelabo	France	Eliprodil	2000?

This list is not comprehensive



with ischaemia and with victims of head and spine injuries that can trigger a similar sequence leading to cell death.

At the other end of the biochemical sequence, Wellcome, the UK company, is researching a drug called 619038 which is designed to prevent the release of the most important of the excitatory amino acids, glutamate. The drug is about to enter further clinical trials and is unlikely to be on the market before the end of the decade.

Ciba, the Swiss drugs company, is a little further advanced with its Seftotel drug, which blocks the action of glutamate rather than its production.

Seftotel is entering the last and biggest series of trials that must be undertaken for any drug to be approved. If all goes well, the product could be on the market in three or four years, says Beatrix Maurice Schubiger, head of Ciba's central nervous system product management.

Initially it will be licensed for use in haemorrhages only. Further clinical trials are under way in patients

### Fragrant changes at Body Shop

Anita Roddick, one of the founders of The Body Shop, which has proved such a success producing and marketing wittily-titled personal care products, has decided it is time she changed her own title.

Yesterday the company said that in future she would hold the post of chief executive and relinquish that of group managing director. Her husband, Gordon, remains chairman.

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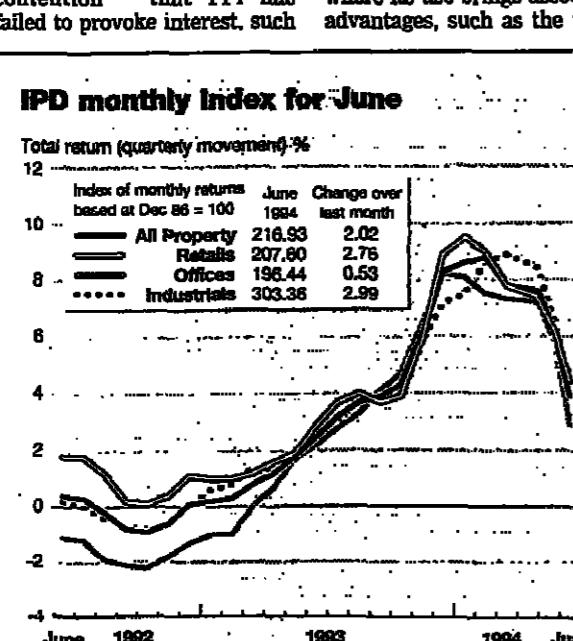
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### IPD monthly Index for June



Total returns from commercial property investments continued to slide in June as investors remained nervous about the direction of interest rates and the lack of any serious recovery in rents, according to Independent Property DataBank, a research group.

The IPD index of monthly total returns fell in June to 0.9 per cent, the lowest level for 12 months and the third consecutive monthly fall.

Rents for office and industrial properties continued to fall but at a much slower rate, indicating that rental decline may be coming to an end. Overall rents failed to move last month.

Capital values are continuing to stagnate; for offices they declined by 0.4 per cent in June, the first monthly fall since May last year. The declines reflect the con-

tinued fall in the retail and

commercial sectors.

Marwan Rifka, above, for-

merly md of EDS's UK pub-

lic sector division, has been

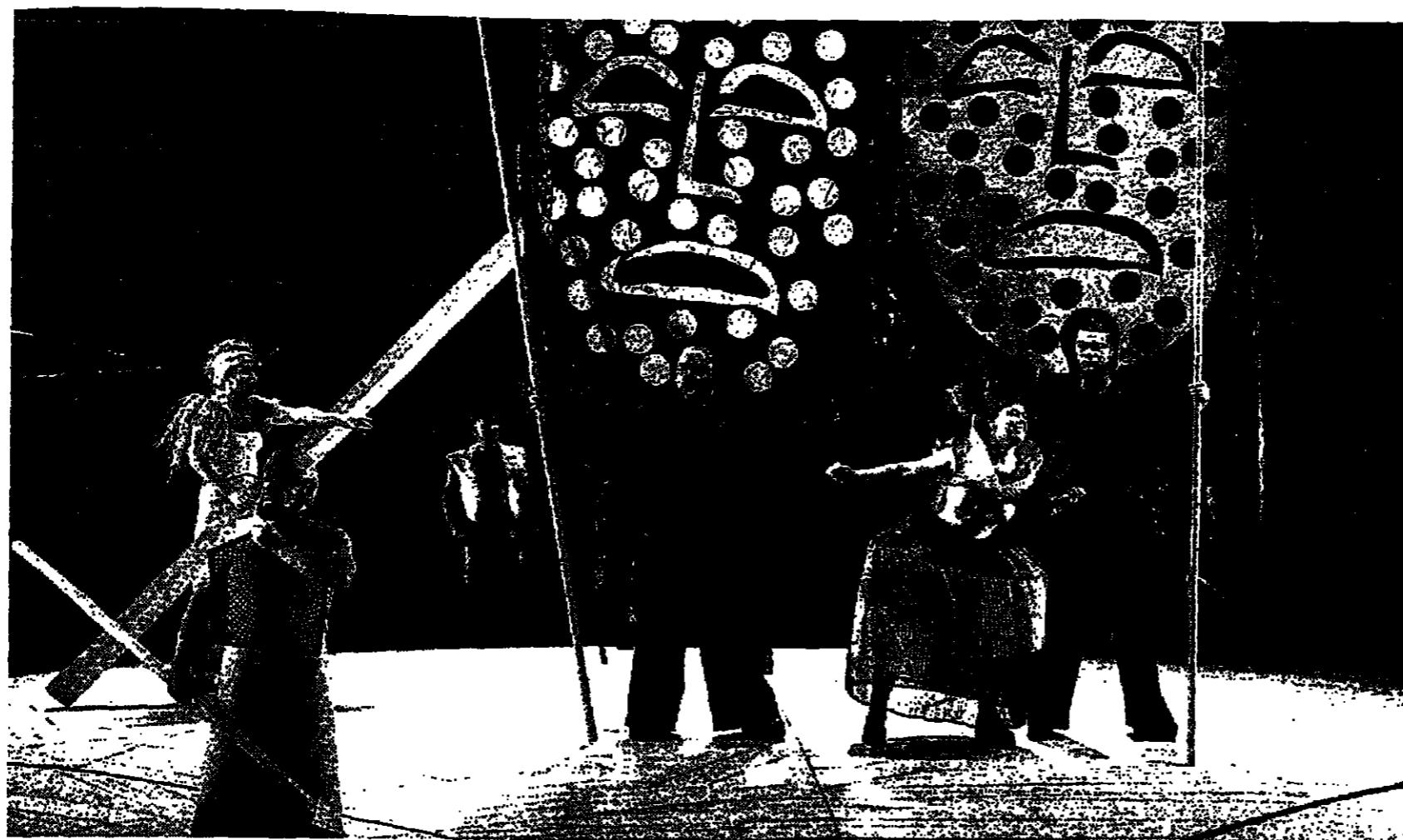
appointed European chief ex-

ecutive and corporate vice-presi-

dent of ANTARES ALLIANCE

GROUP, the joint venture

between Amdahl and



Less Valhalla, more a Wagnerian kindergarten where the Woodentops would feel at home; the giants appear in 'Das Rheingold'

## A Ring with colour-coded leitmotifs

Andrew Clark reports from Bayreuth on Alfred Kirchner's new production

**H**alf a cheer for the new *Ring* at Bayreuth. It is abstract, colourful and apolitical – a bigger contrast with its predecessor, the 1988 Kupfer production, is hard to imagine. The stage direction is minimal, the costumes are a riot. James Levine has inspired the festival orchestra to play with a tonal ripeness and clarity unsurpassed in a generation, but his tempi – although marvellously consistent – have been rather stately. These are early days. *Das Rheingold* and *Die Walküre* have just been unveiled in conditions of sweltering heat, but with no apparent hiccups. Siegfried follows this afternoon and *Götterdämmerung* on Sunday.

The producer, Alfred Kirchner, and his designer, known only as Rosalie, came with a reputation for radical ideas, but their approach has been surprisingly androgyne. Kirchner, an experienced theatre director in Berlin and Vienna, made his breakthrough in opera more than a decade ago during the Gielgud years at Frankfurt. In interviews before the first night, he rejected the idea of tying Wagner's tetralogy to a particular time or philosophy. His aim, he said, was simply to find new mythical pictures for a many-sided epic; to use the colours and materials of nature without implying naturalism; and by unfolding the story without ideological baggage, to let the audience draw its own conclusions. Admirable thoughts – and doubtless the reason why Kirchner and Rosalie have been left off so lightly at their curtain calls.

**T**he death, at the age of 84, of Lord (Bernard) Delfont, marks the passing of one of the two Grand Old Men of the British entertainment industry – the other is his brother Lord (Lew) Grade, still going strong at 87.

Between them these two Russian born sons of the formidable Oiga, and Isaac, Winogradsky, established, with brother Leslie, a 50 year dominance over every aspect of the nation's leisure activities, from the music halls through to television, where their influence lives on in Leslie's son, Michael Grade, the controller of Channel 4.

Bernie Delfont, a tall, handsome man well into his eighties, with a mane of silver hair, never stopped working. He was well into his seventies when he acquired

With decor reduced to a convex circular platform (the top of the globe), augmented by a variety of geometrically arranged lights and panels, the production focuses directly on words and music – providing you are not distracted by the costumes. And there's the rub. A random collage of styles and associations, they pretend to illustrate or comment on each character's function in the drama, through colour-coding and other symbols. Freia skitters about in a green-and-gold hoop outfit, apparently denoting youth and fruitfulness. Fricka follows her straw dress in *Rheingold* with a bizarre Cleopatra gown for *Walküre* – domesticity and regality. Sieglinde has an iron collar, a symbol of bondage which she discards after doping Hunding. Alberich sports shorts and a reptilian back-pack, like a friendly little porcupine.

Others are harder to fathom. The Valkyries, for example, are lumbered with outsize red-and-black panther dresses. With rare exceptions – notably the inhabitants of Nibelheim, a mass of wriggling worm-like robots – the costumes are a phoney fashion-designer's caprice, reducing Wagner's characters to figures of fun.

Take away the costumes, however, and you have no production. It must be a long time since Bayreuth saw such poverty of theatrical imagination, such an abdication of the stage director's role. Apart from a splendid whirr of light-cylinders in the Ride of the Valkyries, Kirchner simply dumps his cast centre-stage and, give or take a bit of posturing, leaves them to get on with it. Even accounting for the diffi-

culties of staging all four parts of *The Ring* in one go, the dialogue is unbelievably limp, especially in the crucial encounters of *Die Walküre*. The worst instance is the start of Act 2: stranded on separate levels, Wotan and Brunhilde barely begin to address each other; the father-daughter relationship, with all its affectionate playfulness, has to be taken as read. Of greed, lust and ambition, of sex and violence, deceit and betrayal, this production offers barely a trace. We are in a Wagnerian kindergarten, a world in which the Woodentops would feel at home.

**J**ust what Levine thinks of all this is the subject of much speculation. Judging by the way he embraced Kirchner at their *Walküre* curtain call, he would have us believe he endorses the approach. But given Levine's conservative reputation, there must have been huge compromises. The stage curtain, for example, remains closed throughout the prelude to each act – unheard of in Germany today – and comes down again before the final orchestral flourish, making for a strange antiflimax to the *Walküre* love scene.

Levine's experience of conducting *The Ring* in New York pays notable dividends. He brings out the natural character of the score, flawlessly unfolding the structure and paragraphing, with the manifold cross-currents and counterpoints coherently integrated. *Das Rheingold* was a revelation – so much detail to enjoy, and the orchestra playing like angels. With Levine in charge, the singers can do nothing but sing lyrically, enough to turn even minor episodes like Froh's "Wie liebliche Luft" into a hymn of joy. The corollary, of course, is that the music lacks theatrical intensity – particularly in *Die Walküre*. It is a symphonic reading, without the dramatic extremes which made the Barenboim-Kupfer production so thrilling.

The biggest loser in the new *Ring* is John Tomlinson's Wotan. He is neutered by a blue rubber skirt, and his Norman helmet shuts out facial expression. There is little scope for him to show dignity or ruthlessness, and the character fails to develop between *Rheingold* and *Walküre*.

Even his handling of the text has been smoothed over. With such a superficial dramatic framework, the spotlight falls on his voice, which he hoists up heroically but with some strain. He was unfairly booted.

Several others are inherited from previous casts – among them Siegfried's Jerusalem's harmless Loge, Manfred Jung's squawky Mime, Ekkehard Wlaschitsch's rich-toned Alberich and Hans Sotin's anonymous Hunding. Deborah Polaski returns as Brunhilde, her top as constricted as ever. Poul Elming's Siegmund was in splendid voice, partnered now by his Danish compatriot Tina Kiberg – who lends the production a welcome ray of femininity, even if she lacks a Wagnerian voice. And there are two outstanding contributions: Hanna Schwarz's majestic, mettlesome Fricka and René Pape's Fasolt, the only singer to rise above his surroundings and provide the humanity sadly lacking in this production so far.

The avant-garde: he was the businessman, with his finger on the pulse of public taste, whose main interest in the theatre was that night's take at the box office.

Sometimes his judgment wavered – he turned down the chance to manage the Beatles – and he rejected an investment in *Monty Python's Life of Brian* because he thought it blasphemous – but he was known as a considerate employer, a generous supporter of good causes, and a thoroughly old fashioned gentleman. Even his "vice" was excusable – he was a keen racing man who once owned a string of horses. His only hobby was watching the racing on television spiced by a few bets.

**Antony Thorncroft**

**A**t the Lyric Hammersmith we have one of the least manageable later Ibsen plays, *The Lady from the Sea*. Brave and interesting, this co-production with West Yorkshire Playhouse scores only a qualified success. If you saw the Royal Exchange version with Vanessa Redgrave 15 years ago, in Manchester or at the Roundhouse in London, you may stay home in good conscience; if not, the Lyric staging has its rewards for Ibsen devotees (until August 27).

This 1888 play came between *Rosmersholm* and *Hedda Gabler*. Like them, it has an anguished heroine at its centre – but where those other heroines are anchored (or trapped) in concrete situations, the "lady from the sea" floats free of anything concrete; her obsessions are private and deeply Fey.

Ibsen lays on the symbolism hard. Ellida grew up in a lighthouse on the open sea (now she lives at the dull end of a fjord, wedded to an older widower); her disordered thoughts return constantly to the wild waves, and to her fatal encounter with a foreign sailor; she has almost withdrawn from real life, and from her two stepdaughters who supply the echoing sub-plots. The play works us slowly to its climactic event, the reappearance of the romantic sailor to claim his mystical bride and Ellida's dramatic re-assessment of her

time to register deep feeling at Ellida's return. Matilda Ziegler brings a curious whining drawl to Bolette, the elder, but also exact representations of Bolette's moods – resigned, suddenly hopeful, delighted, hurtful. But the moods succeed one another with disconcerting speed; and for that, I think, the director is to blame – for he has done the same with Ellida herself, and with her patient husband Dr Wang (Pip Donaghay).

In Wang's case, he blows hot, cold and judiciously concerned from moment to moment, and Josseline Simon's Ellida veers still less predictably. Miss Simon is not only black but strikingly close-cropped, which makes her an exotic figure in 19th-century Norway; and why not? Her special virtues, however, are meaningful stillness and fraught grace – whereas Ibsen puts his heroine through mood-switches which may seem quite crazy, as so often they do here, if not underpinned by a palpably consistent character.

**S**till, Miss Simon has some noble moments. And among the secondary leads, the swarms of (respectively) Hilde and Bolette are engagingly natural: Paul Higgins' would-be artist Lyngstrand dreams of a Southern career, enhanced by Hilde's constant prayers from a safe distance; and Sean Baker's dry, disappointed Arnetholm – Bolette's ex-tutor – faces up to a late, uncertain marriage.

Here the director's heavy hand intrudes. It is quite clear to him, though it should not be to us, that her choice amounts to a sacrifice. Ibsen's claim is that because it is chosen freely it is no sacrifice just like Ellida's final resolve. Much stress is laid upon Bolette's disheartened fate, when Ibsen intended nothing so unambiguous. Contrariwise, Ellida's sailor – the Stranger – is described as Finnish, and always referred to as "the American", but arrives in the unmistakably Irish person of Liam de Stale.

From Peter Kelly there is a pleasant sketch of a typical Ibsen oddity, the artist-horn-player/hairdresser Ballested. His theatrical troupe collapsed in this little town, and he has lived there ever since. But we never really learn where "there" was: a pity, because Ibsen's most visionary flights always start from tough, pragmatic bases.



Josette Simon as Ellida with Pip Donaghay as her husband Dr Wang

**INTERNATIONAL ARTS GUIDE**

### Renaissance Prints

The Rijksmuseum in Amsterdam will host an exhibition over the next three months devoted to the print in the Renaissance. The show provides an overview of masters from different countries, including Mantegna, Dürer and Lucas van Leyden.

As its central theme, the exhibition traces the development of printmaking from its craftsmanlike beginnings around 1470 to the mature and professional medium it had become by 1500. The organisers have tried to emphasise the diversity of printmaking, the various techniques used and the functions prints had. There are devotional prints, landscapes assembled in albums, illustrated books, early colour prints and immense ensembles, such as Jacopo da Barbari's *View of Venice*.

Several unique late 15th century prints open the show, followed by some masterly examples by Martin Schongauer.

Dürer is represented by a number of his best works, while Mantegna's prints include a rare impression on parchment and his Battle of the Sea Gods, printed in colour. The tentative beginnings of the technique of etching are shown, as well as the way the great masters influenced others.

The selection is based on the Rijksmuseum's own collection, together with important loans from the British Museum and other public collections. Various private collectors have also lent their treasures, some of which have never been exhibited before. The show opens on August 6 and continues till October 30.

### EXHIBITIONS GUIDE

**AMSTERDAM** Van Gogh Museum Van Gogh's Self-Portraits: 20 paintings and two drawings dating from his stay in Paris 1886-7. Ends Oct 9. Daily  
**ANTWERP** Hessenhuis-Museum Music and Painting in the Golden Age: 50 paintings by 17th century Netherlandish masters, illustrating the importance of music and musicians in the art of the period – in military, allegorical and genre settings. Ends Oct 30. Closed Mon  
**BERLIN** Altes Museum The Last Days of Humanity: 600 photos, posters, paintings and drawings illustrating artists' responses to the first world war, and including work by Beckmann, Kokoschka, Dix, Picasso, Chagall and Wyndham Lewis. Ends Aug 28. Closed Mon Haus der Kulturen der Welt

Tanzania - Masterworks of African Sculpture: 400 works from the 19th and 20th centuries. Ends Aug 7. Closed Mon

**EDINBURGH** Royal Scottish Academy The Romantic Spirit in German Art 1790-1900. Ends Sep 7. Daily

**FLORENCE** Palazzo Pitti Royal Treasures from Denmark silver furniture, royal costumes and jewels from the era of Frederik IV of Denmark, who visited the court of Cosimo III in Florence in 1709. Ends Sep 11. Daily

**FRANKFURT** Schloss Kunsthalle Goethe and Art: 300 paintings, drawings and sculptures ranging from antiquity till Goethe's death in 1832, and including work by David, Schinkel, Caspar David Friedrich, Claude Lorrain, Constable and Turner. Ends Aug 7. Daily

**DEUTSCHE ARCHITKTURMUSEUM** European Architecture of the Present Day: an exhibition mounted in cooperation with the Fundación Mies van der Rohe in Barcelona. Ends Oct 10. Closed Mon

**GENEVA** Musée Barbier-Mueller Royal Art of Cameroon: 40 pieces of ethnographic art from the high plateau of western Cameroon. Ends Aug 30

**LONDON** Hayward Gallery Bonnard at Le Bouquet. Ends Aug 29. Daily (advance booking 071-928 8800)

Tate Gallery R.B. Kitaj retrospective. Ends Sep 4. Turner's Holland: an exhibition exploring Turner's tours through the Netherlands and the influence they had on his life and art. Ends Oct 9. William Blake - Art and Revolution:

an exhibition focusing on the English artist's output in the 1790s. Ends Oct 16. Daily

**MARLBOROUGH FINE ART R.B. Kitaj:** recent pictures and graphics. Ends Aug 20. Closed Sun

**ROYAL ALBERT MUSEUM** Pugin - A Gothic Passion: retrospective of the 19th century British designer. Ends Sep 11. Daily

**NATIONAL GALLERY** From Caspar David Friedrich to Ferdinand Hodler, A Romantic Tradition - Paintings and Drawings from the Oskar Reinhart Foundation. Ends Sep 4. Daily

**ROYAL ACADEMY OF ARTS** The Belgian Avant-Garde 1880-1900. Ends Oct 2. Daily (advance booking 071-240 7200)

**BRITISH MUSEUM** Greek Gold: Jewellery of the Classical World. Ends Oct 23. German Printmaking in the Age of Goethe. Ends Sep 11. Indian Paintings and Drawings from the Collection of Howard Hodgkin. Ends Aug 21. Daily

**QUEEN'S GALLERY** Gainsborough and Reynolds - Contracts in Royal Patronage: the latest selection from the Royal collections focuses on the two pre-eminent English artists of the 18th century. Ends Dec 22 (Buckingham Palace)

**MADRID** Centro de Arte Reina Sofia Gerhard Richter: 100 works by one of the key figures in contemporary German art. Ends Aug 22. Closed Tues

**MARTIGNY** Fondation Pierre Gianadda From Matisse to Picasso, Masterworks from the Gelman Collection. Ends Nov 1. Daily

**METZ** Arsenal Gold of the Gods: more

than 600 exhibits, comprising pre-Colombian jewels, ritual knives and masques. Ends Oct 2 (tel 4410 7303)

**NEW YORK** Metropolitan Museum of Art Picasso and the Weeping Women: 80 paintings and works on paper from the 1930s and 1940s. Ends Sep 4. The Annenberg Collection of Impressionist and Post-Impressionist Masterpieces: 53 paintings, drawings and watercolours. Ends Nov 27. Daily - The Early Years. Ends Sep 18. Closed Mon

**MUSEUM OF MODERN ART** From Manet to Picasso - Masterpieces from the David and Peggy Rockefeller Collection. Ends Sep 6. British Drawings 1890-1900: the exhibition highlights the work of early modernists like Vanessa Bell and Jacob Epstein, and examines the influence of Surrealism on such artists as Henry Moore and Edward Burra during the 1930s and 1940s. The postwar section includes work by Lucian Freud and David Hockney. Ends Sep 13. Closed Wednesdays

**STUTTGART** Staatsgalerie Italian Drawings 1500-1800: a representative selection of the large, high-quality Stuttgart collection, built up over the past two centuries and including work by Giambattista and Tiepolo. Ends Sep 4. Picasso: a rare showing of 400 prints from a private collection. Ends Aug 14. Closed Mon

**WALTON** Linden-Museum Art of the Aborigines: 90 wood carvings and 40 sculptures. Ends Sep 25. Closed Mon

**VENICE** Antichi granai della repubblica

China in 220 BC - The Warriors of Xian: ten of the 7,000 life-size terracotta soldiers who guarded the tomb of Emperor Qin Shihuangdi in central China, along with copies of war chariots and weapons discovered in one of this century's most dramatic digs. Ends Sep 11. Daily (the old granary on the tip of the Giudecca)

**PALAZZO GRASSI** Renaissance Architecture from Brunelleschi to Michelangelo: 250 works from European and American public collections. Ends Nov 6. Daily

**WASHINGTON** National Gallery of Art Willem de Kooning's Paintings: 75 works by America's influential abstract expressionist. Ends Sep 5. From Minimal to Conceptual Art - Works from the Vogel Collection: 90 drawings, photographs, paintings and sculpture by contemporary artists, including LeWitt, Christo, Ryman, Beuys and Flavin. Ends Nov 27. Recent Prints and Sculpture from Gemini G.E.L.: a selection of work from the acclaimed contemporary art workshop in Los Angeles. Ends Oct 2. Daily

**NATIONAL MUSEUM OF AMERICAN ART** Thomas Cole: 70 works by the father of the Hudson River school of painting. Ends Aug 7. Mary Vaux Walcott: 50 watercolours by the early 20th century naturalist, explorer and artist. Ends Aug 29. Daily

**FRER GALLERY** of Art Masterpieces of Chinese Calligraphy: more than 30 calligraphers are represented from the first century BC to the 20th century. Ends next Feb. Daily

**PHILLIPS COLLECTION** The Drawings of Stuart Davis (1894-1964): 90 watercolours, gouaches and drawings of radiant colour by the American modernist. Ends Aug 28. Daily



## FINANCIAL TIMES

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Friday July 29 1994

## Watered-down regulation

In the run-up to yesterday's review of water pricing, the industry regulator, Ofwat, raised expectations that it would be searching and combative. But its conclusions are disappointing.

Ofwat's review, the first since the industry's 1989 privatisation, comes at a crucial time for the water companies and their regulatory regime. Since privatisation, water and sewerage bills have risen annually by more than 5 per cent, on top of inflation. The rises have been driven by the spending needed to modernise miles of crumbling sewers and water mains, and by the companies' legal obligations to comply with European environmental rules. But they have provoked anger among customers, not least because of the large hikes in water chairmen's salaries.

Mr Ian Byatt, Ofwat's director-general, has done a good, tough job in tackling one of the two main tasks of the review: setting the size of the capital spending programme which can be passed on to customers over the next decade. He has allowed only £24bn, several billion pounds less than the industry had demanded. He has also performed a valuable service in taking a closer look at the likely cost of European rules than any politician cared to do before giving Britain's backing to the directives. His conclusion - that the industry has overstated the potential costs by billions of pounds - is surely right. He has concluded, too, that companies can cut operating costs by some 14 per cent in real terms by 2005.

However Mr Byatt has been unnecessarily generous in the review's second task of setting the annual price rises. He rightly paid heed to the industry's plea that it needed a real rate of return on capital of 9.5 per cent to finance new investment. However in setting on a figure of 5.5 per cent, he has left the companies' ability to service their debt in a comfortable state, as a relieved stock market indicated yesterday. Return on total capital, now running at 13 per cent, is likely to fall to about 7 per cent over 10 years. Moreover, analysts are still expecting dividends to rise by some 4 per cent annually in real terms. Unsurprisingly, only one company, South West Water, had indicated by last night that it would ask the Monopolies and Mergers Commission to examine Ofwat's ruling.

Mr Byatt is vulnerable to the charge that shareholders have been treated too generously, as they were in 1989. He rightly insisted that he is a public servant, not a politician. The question, however, is whether the formulae are as tough as they could be.

Yet the review does highlight questions beyond Ofwat's remit, which must be tackled if the burden is to be distributed more fairly. One is the extent of regional disparities:

areas with long coastlines, such as the south west, are forced to pay a disproportionate amount. A second is whether polluting industries should not foot more of the clean-up bill.

Those questions need to be addressed by ministers. Their squeamishness is understandable, since water is political poison.

The review has not changed that:

households still face a highly regressive, rising tax. The government cannot, however, devolve to the regulator the entire question of who should pay for clean water.

The rest were inadequate, the total return on capital being a mere 2.4 per cent. Yet public enterprises employ 46 per cent of the capital stock and dominate essential industries, such as transport, telecommunications, banking, oil and electric power.

Probably the main reason for the failure to privatise public enterprise - and, indeed, to deregulate the labour market itself - is fear of organised labour.

Yet the proportion of the labour force working in the public sector is a mere 6 per cent. The privileges of this tiny minority are being supported at the expense of the population as a whole.

Equally bad, there has been a deterioration on the macroeconomic front. Last financial year the fiscal deficit was over 7 per cent of gross domestic product, not 4.7 per cent, as had been planned. There is growing concern that the deficit will not fall fast enough, while inflation has reared its head once more.

It is not that Indian reform is to be written off, still less that another crisis is round the corner.

The danger, instead, is that enough may only have been done to bring Indian economic growth over the rest of the decade to some 5.6 per cent, at best. This is not good enough for the future of India's impoverished multitudes. What is needed is more ambition and less toleration of mediocrity.

For all that, further reform is vital. Among the biggest remaining problems is the inefficiency of public enterprise. Of the central government's 237 active industrial enterprises, 104 lost a total of Rs33.5bn (£1.6bn) in the year to March 1993. The profits of most of

Much has been achieved since the country found itself on the verge of a default on its foreign debt in June 1991. The exchange rate has been floated; trade and industrial policy regimes liberalised; financial sector and tax systems reformed; inflow of foreign capital encouraged; and the budget deficit reduced. By last financial year 1993-94, the current account deficit had disappeared, as export performance improved (and the economy entered a period of slow growth). Simultaneously, an unexpectedly large inflow of private foreign capital led to a rapid increase in foreign exchange reserves, to some seven months of imports by the end of last financial year. The crisis had indeed been overcome.

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The most urgent question facing the IMF - whether in Ukraine, Russia, Kazakhstan or elsewhere - is how to help a bankrupt government trying to end high inflation. The IMF's approach is straightforward -

make in local fibre-optic systems, and parades itself as the only operator able to build an integrated UK superhighway. Seeking to balance BT's claims with the needs of the cable industry for start-up protection, the trade and industry committee has proposed a timetable for ending the BT entertainment ban which would leave the company free to compete across the board by 2003.

BT's claims need to be taken with a pinch of salt. It is already investing heavily in local fibre networks, and would be foolish not to do so given the range of business and domestic interactive services not covered by the ban. It would be a serious loss to the UK if steps were taken which undermined the capacity of cable operators to fund their business plans.

It is nonetheless in the interests of all parties, and the country at large, that a clear timetable be established for allowing open competition in domestic entertainment. The detail of the committee's recommendation is problematic, but its broad thrust in favour of ending the ban by 2003, and earlier in places where cable companies are well-established, is eminently reasonable. It would give the UK the benefit of state-of-the-art networks and a competitive regime likely to be covered by cable franchises.

The competition which cable operators are bringing to UK telecoms is good for customers, good for innovation and good for British Telecommunications, which remains overwhelmingly dominant a decade after privatisation. It was to encourage such competition that in 1991 the government gave an undertaking not to allow BT to carry broadcast entertainment to domestic subscribers until some time after 2001.

BT claims that the ban is delaying investment it would otherwise

The ambition of Mr Václav Klaus, the Czech prime minister, to transform the former communist state into "a normal, standard country" was taken a step forward with the recent upgrading of the Czech Republic's credit rating by the US agency Standard and Poor's. But the move is, ironically, likely to encourage greater capital inflows to a national bank already suffering an embarras de richesse.

Few would have predicted this 18 months ago when the Czech Republic, formed after the divorce from Slovakia in January 1993, was facing an outflow of funds and hastily raising Japanese yen and US dollar loans to bolster reserves.

Since then the Republic has found markets in the west to compensate for a sharp decline in exports to Slovakia and has returned to economic growth after four years of declining gross domestic product. The republic is now perceived as politically and economically the most stable of the post-communist states. As a result, Mr Josef Tošovský, governor of the Czech National Bank, has faced an uphill struggle over the past nine months to neutralise the inflationary potential of increasing foreign inflows.

"Without our open market operations (flooding treasury bills) to mop up these funds, money supply would have been pushed through the nominal 14 per cent annual M2 growth target consistent with 2 per cent real GDP growth and 10 per cent inflation," says Mr Tošovský.

The central bank has taken in \$1.8bn since the start of the year and we expect this to rise to \$3bn before the year is out," he says.

The central bank now believes its forecast of 2 per cent GDP growth this year probably understates private sector growth. But independent foreign forecasters, such as Deutsche Bank research, are sticking to a modest 1 per cent growth, against 3.5 per cent for Poland.

The capital inflow, which has seen net official reserves rise from \$3.87bn in late 1992 to \$5.15bn in mid-July, has sparked off a sharp policy debate over the role of foreign investment and the timetable for making the Czech currency, the koruna, fully convertible for both investment and trade purposes.

Faced with potentially destabilising inflows of foreign capital the central bank is arguing for a tighter fiscal policy which would result in a budget surplus rather than the current balanced budget. It is also pressing for full convertibility of the Czech koruna by 1995, although this would increase the attraction of the republic for foreign investors.

Mr Klaus, who dominates government economic policy making, is more cautious. He likens full convertibility to jumping out of an aircraft without a parachute. He wants

controls over capital movements until the domestic banking system is better able to compete with foreign banks and newly privatised enterprises have been revitalised by their new owners and managers.

What worries Mr Klaus is that much of the current inflow of foreign capital takes the form of foreign bank loans to Czech companies. He argues companies should take on foreign loans only when fully privatised and in the hands of managers experienced enough to take on such debt and take sophisticated investment decisions.

The self-confident and outspoken Mr Klaus has taken an increasingly tough line on foreign investment.

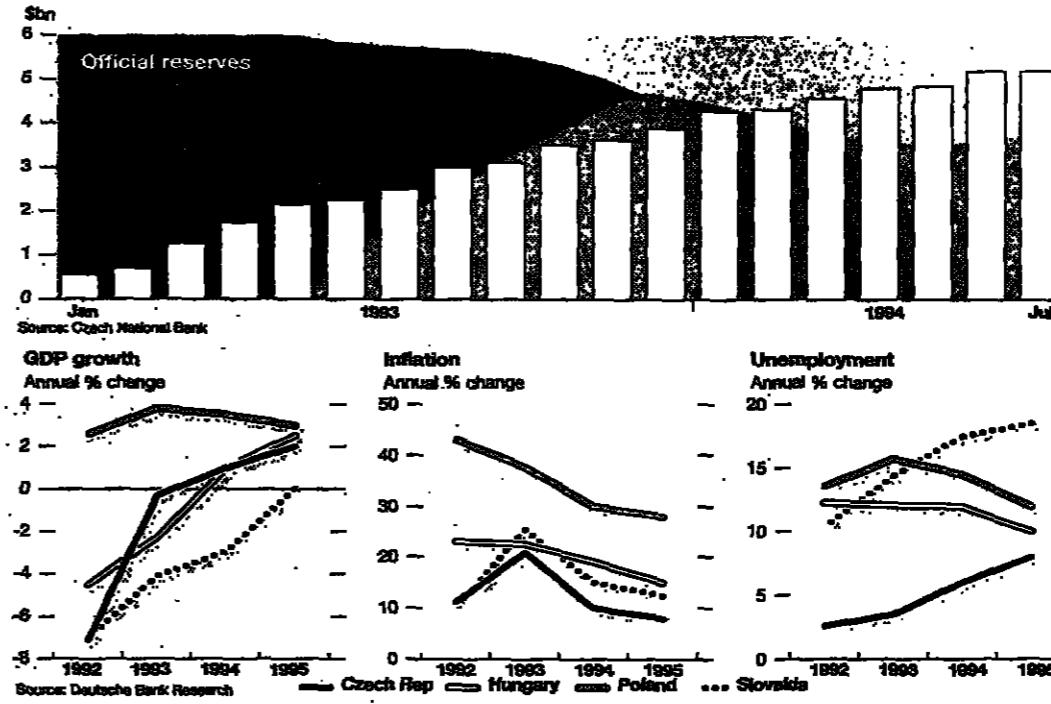
He is a critic of foreign advisers as "purveyors of soft advice for hard currency" and castigates would-be foreign investors who seek favourable treatment from the government which would put them at an advantage over domestic competitors.

Earlier this year he showed his

## Too much of a good thing

The Czech Republic is experiencing the problems of post-communist success, says Anthony Robinson

### Czech Republic: embarrassment of riches



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tage over domestic competitors.

Earlier this year he showed his

sharp cuts in the budget deficit, a

low target growth of the money sup-

ply, high real interest rates, and a

floating exchange rate. But while

these policies will end high infla-

tion in the long run, they almost

inevitably lead to an unnecessarily

deep recession; indeed, often to a

reversal of the policies themselves,

a recent history in Ukraine and

other former Soviet Union countries

confirms. The IMF has always

blamed the governments for not fol-

lowing through, not recognising that

its advice has played a signifi-

cant role in these failures.

There is a better way. Stabilisation

in Israel in 1985, Bolivia in

1986, Mexico in 1987, Poland in 1990,

Argentina in 1991 and Estonia in

1992 have been based on a different

principle. These governments recog-

nised that low money growth was

not enough. It was also necessary to

bolster expectations of low infla-

tion and to raise confidence in the

money, in order to raise money

holdings and to reverse capital

flight. This was accomplished by a

strong government commitment to

a stable exchange rate, at least for

several months, together with other

fiscal, monetary and privatisation

measures along normal IMF lines.

Exchange rate stabilisation serves

several key functions in ending

high inflation. It directly limits

price increases in tradable goods,

thereby providing a "nominal

anchor" to the price level. It ties the

government to a highly visible tar-

get. It co-ordinates future price

expectations around a common

plan. They are gratified

that sound money policies, low for-

ignity, stability and political sta-

ability are attracting equity invest-

ment and reducing dependence on

international financial institutions.

Earlier this year the central bank even



# FINANCIAL TIMES

Friday July 29 1994



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Mixed for  
financial

## Office rents in emerging east outstrip west's financial centres

By Andrew Taylor in London

Rents for city offices in China and Vietnam have risen sharply this year to become some of the most expensive in the world as international companies seek footholds in rapidly emerging markets.

Accommodation is in such short supply that some companies are working from hotels and town houses.

Rents in Shanghai, Beijing, Hanoi and Ho Chi Minh City have outstripped leading financial centres such London, Paris, New York and Frankfurt, according to a study by international property consultants Richard

Ellis. Only Tokyo and Hong Kong have higher rents.

Ellis is currently operating out of rooms in the Beijing Toronto hotel in China's capital. It says the pace of new development has been insufficient to satisfy growing demand from international companies.

Rents in Shanghai and Beijing have rocketed by 30 per cent in the past six months alone. The shortage of space has left "a number of foreign businesses operating from hotel rooms," says the agent.

Hotel rooms also have been converted into office space in Guangzhou, where rents have risen by 9 per cent in the past six

months. In Hanoi and Ho Chi Minh City in Vietnam companies have been forced to rent town houses, villas and hotels.

A total of 1,500 foreign companies are housed in just 10 occupied office buildings in Shanghai, China's main financial centre, where some of the country's biggest property developments are under way.

Cities in East Asia account for eight out of the 11 most expensive office locations according to the agent, which compared accommodation costs in 45 business centres.

Most expensive was the inner central district of Tokyo where rents of £98.32 a sq ft increased to

£111.67 after service charges and property taxes. Total costs in Hong Kong were £97.05 a sq ft.

London remains the third most expensive city with total occupation costs of £68.71 a sq ft in the West End and £51.88 in the City - but this does not include rent-free periods and other inducements offered to tenants in a market which until recently remained very depressed. Also, property taxes are expected to fall sharply in London next year.

Paris was the eighth most expensive location and midtown New York was the 13th in the rankings with total property costs of £47.72 and £38.55 a sq ft, respectively.

## US plan for textile imports attacked

By Guy de Jonquieres,  
Business Editor, in London

Asian textiles and clothing exporters and US retailers and garment producers are protesting at a proposed change in US rules of origin for textiles imports which, they say, could seriously disrupt international trade and investment.

The proposal, which has received backing in Congress, would rewrite US customs rules by defining products' origin according to the country where they are "assembled", instead of where they are cut.

Hong Kong, one of the exporters most at risk, said yesterday that the change conflicted with

US commitments under the Uruguay Round trade deal. It also challenged the recent agreement to phase out the Multi-Fibre Arrangement, which restricts world textiles trade.

The Hong Kong government has joined the governments of Australia and of members of the Association of South East Asian Nations in writing to US administration officials and congressional leaders to express their concern.

They are lobbying closely with the US Association of Importers of Textiles and Apparel, whose members include jeans manufacturer Levi-Strauss, fashion house Liz Claiborne and The Limited, a leading retail chain.

The proposal, strongly supported by US textiles and clothing makers, has been approved in principle by the House of Representatives' powerful ways and means committee as part of its bill to implement the Uruguay Round.

Officially, the US administration has adopted a neutral stance towards these moves, which could upset existing arrangements under which textiles produced in one country are shipped to another to be made into clothing and then exported as a product of the first country.

Opponents fear that would require exporters to switch out-

put abruptly between national quotas imposed under the MFA and could lead to higher tariffs on some US imports.

Ms Laura Jones, of the US importers' association, said the proposal would particularly affect Hong Kong, which sends large amounts of textiles to be processed in China, whose US textiles quota is already filled.

The proposal would move US rules of origin closer to those used by the EU. Unlike the EU, the US at present uses different rules of origin for different types of products. The US Treasury is considering plans to standardise its rules, though it is unclear how this move would fit in with the proposals in Congress.

## Moscow pledge on share deals

Continued from Page 1

to Mr Gusev, not registered itself with the finance ministry, in spite of a law which obliges all companies which issue more than Rbs1bn of shares to do so and in spite of government estimates that it had sold Rbs4bn of shares each day, according to Mr Andrei Avilov, the first deputy finance minister.

Now has it responded to requests from the antitrust committee for interviews, according to Mr Leonid Bochin, head of that committee. Meanwhile, Mr

Oleg Soskovets, first deputy prime minister, criticised officials for splitting up control of the securities market.

The huge crowd of people round its headquarters swelled overnight - though most appeared relatively peaceful in the warm Moscow sun. Touts were passing through the crowd offering around Rbs80,000-Rbs90,000 for MMM shares as the black market price rose from around Rbs40,000-Rbs50,000 after company spokesmen promised that outlets would reopen today with Rbs125,000 to be offered for

the shares - up from Rbs115,000, last week's price.

However, the possibility that the crowd might turn violent was clearly present in ministers' minds. A representative of the Consumers' Federation advised ministers to prop up MMM since its collapse would mean that "total responsibility for it would fall on the government".

Mr Sergei Mirovits, the elusive MMM chairman, has threatened to mobilise his claimed 10m shareholders to force a referendum on the future of the government.

weeks ago the coalition introduced a decree which limited the judiciary's powers to use preventive detention.

The Milan magistrates, who were then investigating the prime minister's Fininvest media empire, threatened to resign - a threat largely responsible for forcing the government to withdraw the decree five days later.

Mr Paolo Berlusconi is one of four people linked with Fininvest against whom arrest warrants have been issued since Friday. Only one of them, Mr Salvatore Sciascia, the head of the group's tax and accounting department, has handed himself in.

It was largely on the basis of Mr Sciascia's confessions that Mr Paolo Berlusconi was implicated for allegedly approving the payment of money to members of the Guardia di Finanza between 1982 and 1992.

Milan magistrates were yesterday seeking to establish the precise managerial role played by Mr Silvio Berlusconi while he was head of Fininvest and before he entered politics in January this year. They are also investigating his ownership of cable television channel Telepiù.

## Smell of death lingers in Kigali

Continued from Page 1

distinctions that divided us in the past."

The less affluent return on food. A constant trickle of peasants arrive in the capital each day in search of food and shelter. They head for the markets, where there is a brisk trade in looted goods: ampicillin, radios and vintage claret are on sale alongside small mounds of tomatoes, chilli peppers and sweet potatoes. The centre of town is

quiet, save for the sound of brooms sweeping away the debris of war. A few shops have reopened, but they have little to sell.

Orphanages have multiplied since April, as the Red Cross and other relief agencies rescued children from houses in which all the adults had been killed. The convent of the Sisters of Mercy, founded by Mother Teresa of Calcutta, looks after more than 200 children.

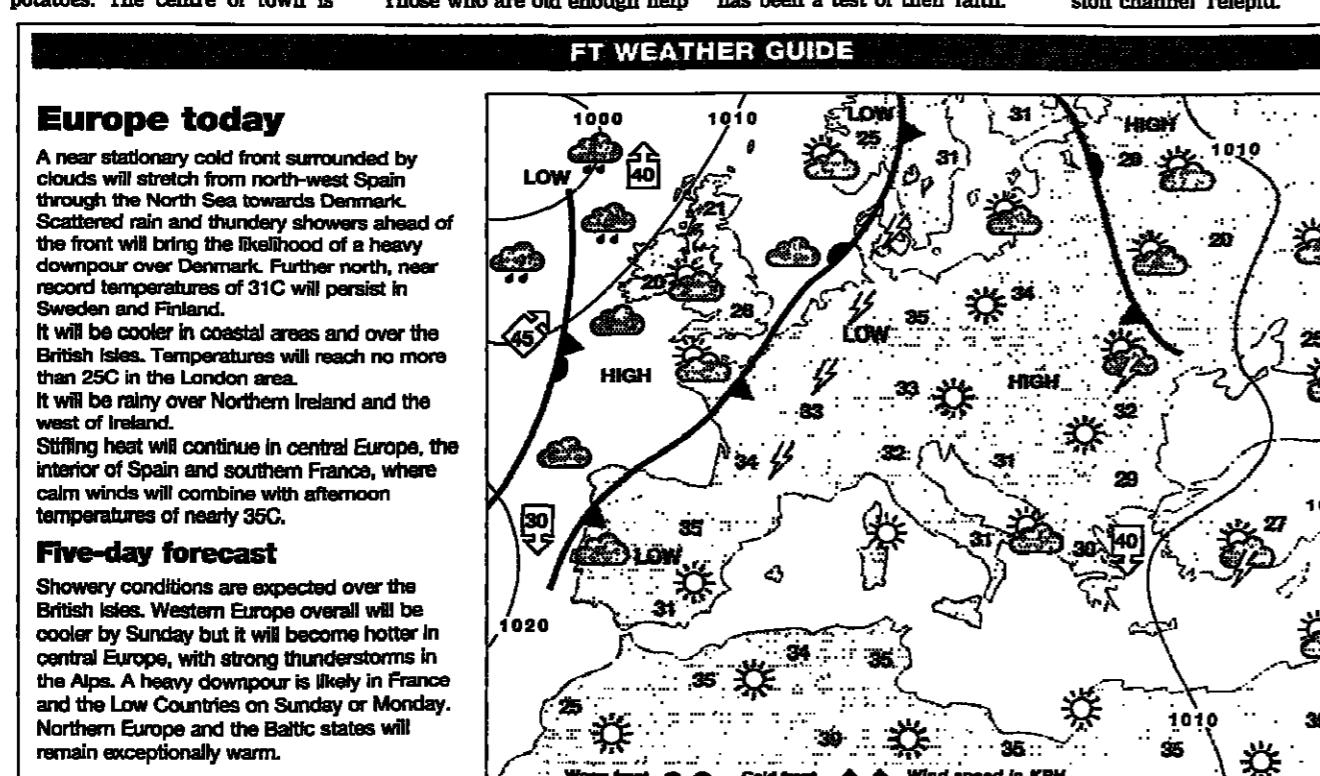
Those who are old enough help

the nuns carry small jerry cans of water which are filled each day from a Red Cross water truck.

The nuns will not speak about the children who were dragged away from the convent by Hutu militia, or the bombs that fell on their house.

When asked whether they believe Hutu and Tutsi can live together again, they shrug and look away.

What has happened in Rwanda has been a test of their faith.



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## THE LEX COLUMN

### Byatt leaves the tap on

Mr Ian Byatt, the water industry regulator, will take more flak from environmental groups than from the City after yesterday's price review.

Most of the 10 privatised water and sewerage companies should be able to deliver real dividend growth of perhaps 3-4 per cent through the second half of the decade. That should satisfy even the institutions which had urged the industry to stand its ground. Cash flows should support capital spending without pushing gearing to uncomfortable levels or prompting rights issues. Yesterday's rally in the sector is more than justified.

Yet not all the companies have benefitted equally. Mr Byatt's trick of pleasing investors while keeping water bills relatively low has been achieved by paring capital expenditure to the bone and setting demanding efficiency targets. Companies that anticipated this by trying to keep capital spending low (in the case of Welsh) or being rigorous in pursuit of efficiency (especially North West) have been rewarded. South West, which asked the regulator to sanction large increases in household bills to fund an ambitious capital programme, has come off worst.

Even if it misjudged the regulatory game, though, South West has reason to feel hard done by. Its appeal to the Monopolies and Mergers Commission will be on the basis that spending allowed by the regulator - barely 40 per cent of what the company asked for - is insufficient to meet legal obligations. But the real fight will be over

Mr Byatt's methodology.

His approach in assessing the capital value of the companies at flotation - market capitalisation less cash - is particularly cruel to South West, which was endowed with cash to cover its particularly large environmental spending needs. It gives an initial value of around £150m (\$232.5m), which looks unrealistically low and therefore exaggerates its actual return on capital. The MMC must decide whether to overturn a methodology which produced roughly the right answer in nine out of 10 cases.

**Sainsbury/Wm Low**

J. Sainsbury's £210m bid for Wm Low is cleverly pitched. Having crunched the numbers, Sainsbury clearly calculated that a price of 305p a share would give it a serious chance of winning without threatening earnings dilution. Had the offer been any lower, Tesco would have had no hesitation to trading from all of them.

What follows will be an test of the industry's claims to maturity. In recent years, similar, if more private, auctions were conducted around the country as grocery chains bid up supermarket sites to ridiculous prices.

The sums involved for Low are small and the penalty for overpaying would not be great. If bidding goes higher, the market may nevertheless attach more credit to the company that walks away than the one that wins.

**Sterling**

Sterling's periodic bouts of weakness in the past couple of days, which took it down to DM2.4050 at one stage yesterday, suggest it is becoming caught up in UK interest rate fever. On the surface this looks odd. A competitive exchange rate and economic recovery in the UK's leading export

markets should not add up to balance of payments problems. The economy is growing nicely and though there are some signs of future inflation, there are as yet a matter of nuance. There is little tangible evidence that price rises are already accelerating.

Yet the exchange market would have grounds for concern if the authorities bathe the turn in interest rates. Poor demand from domestic institutions for this week's gilts auction is a stark reminder that the government needs foreign capital to cover its deficit. That means maintaining sterling's attraction, and by some yardsticks short-term rates are unusually low.

Three-month interest rates on D-Marks and sterling are roughly level, but on average over the past 20 years sterling rates have been some 4 percentage points higher. The UK's progress in curbing inflation may be commendable but it is surely not enough to eliminate this premium altogether. The Bank of England's inflation report next Tuesday will provide another insight into inflationary expectations if it paints a gloomy picture.

The exchange market may demand interest rate action



## INTERNATIONAL COMPANIES AND FINANCE

# Banco Central Hispano drops 19.5% at halfway

By Tom Burns in Madrid

Banco Central Hispano (BCH), the Spanish banking group, posted a 19.5 per cent first-half fall in its net consolidated profits, to Pta29.5bn (\$225.8m). However, it claimed it was strengthening its balance sheet and improving the core banking business.

In contrast, Argentaria, the partially privatised state-controlled banking group which rivals BCH in terms of assets, raised its net income by 10.1 per cent, to Pta47.4bn, against the first half of 1993. It attributed the rise to lowered provisions and a 26.9 per cent increase, to Pta30.5bn, in revenue from fees and commissions.

In common with other banks, both suffered from the impact of the sharp drop in interest rates and a resulting squeeze on margins. Argentaria raised its net interest income by 1.6 per cent, to Pta15.9bn, while BCH's interest income remained flat at Pta15.3bn.

BCH, which has the largest domestic branch network, still has to develop the cross-selling techniques which have allowed Argentaria and other banks to raise operating profits. Income from fees and commissions at BCH fell 2.8 per cent to

Mr José María Amusátegui, chairman of Banco Central Hispano, has received "clear offers" from the UK's Tate & Lyle and from Générale Sucrerie, the sugar group controlled by Saint-Louis of France, to buy into General Azucarera, Spain's second-biggest sugar company, writes Tom Burns.

The French and UK producers indirectly share a 21.3 per cent stake in Azucarera, and are seeking to acquire 10 per cent each of BCH's stake. BCH has a 47 per cent stake.

Mr Amusátegui is interested in such a disposal. However, he warned that the government was concerned at the prospect of the company, which has a 22.5 per cent share of the domestic sugar market, falling into foreign hands.

"It is a very political issue because of the EU's sugar quota regulations," said the BCH chairman, "and it is all the more sensitive because of the large numbers of sugar beet farmers involved who supply Azucarera."

"I think [the disposal] will go through after the summer," he said. The bank's stake in the sugar producer is capitalised at about Pta20.5bn (\$157.5m).

Pta40.5bn, although increased income from its equity portfolio, and tight cost controls, helped raise the operating profit by 3.3 per cent to Pta63.8bn.

Argentaria's operating profit was up by 14.1 per cent to Pta65.4bn. The net profit total gained further from a 4.9 per cent fall, to Pta44.7bn, in provisioning allocations.

BCH, which has had its asset quality questioned by rating agencies since the beginning of this year, was, however, forced to put aside Pta81.7bn in provisions, 42.9 per cent more than in the first half of last year. These allocations raised the

group's coverage for bad and doubtful debts from 58 per cent to 62 per cent.

The provisions came in spite of the fact it realised Pta27.5bn through the recovery of non-performing loans. This indicates the incipient domestic recovery is raising the quality of its assets.

Argentaria's results could prompt the government, which sold 50 per cent of the equity last year, to reduce its stake further. The bank's continuing strength is also likely to fuel speculation that it will acquire a medium-sized domestic bank to bolster its comparatively small branch network.

## Rhône-Poulenc Rorer sees return to growth

Rhône-Poulenc Rorer said it expects to return to growth in the second half of the year after reporting a net loss for the second quarter. Reuter reports.

"Sales and earnings were below expectations, particularly in the US," the company said. "However, we anticipate returning to growth in the second half of the year."

RPR is maintaining tight control of operating expenses, while continuing to invest in new products and technologies that will drive its future growth.

The company said it will start to see the beneficial results of its restructuring plan by the end of this year.

The company said second-quarter sales dipped 3.5 per cent to \$975m compared with the year-ago quarter, but were about equal after the negative effects of currency fluctuations and product divestitures are excluded.

Sales in the US prescription business declined because ex-factory sales, particularly of key respiratory products, are not yet matching the audited prescription growth.

Sales in the North American over-the-counter business were below last year.

Sales in Europe, excluding currency fluctuations and divestitures, were level with the previous year.

## Scholes Group accepts £96.1m Hanson takeover

By David Wighton in London

Scholes Group, the UK maker of electrical installation equipment, yesterday agreed to a £96.1m (\$148m) bid from Hanson, more than 20 years after it first held merger talks with the conglomerate's Crabtree subsidiary.

The takeover combines two leading domestic suppliers in a market where continental European manufacturers are making inroads.

Hanson is offering 250p cash per Scholes share, equivalent to 32.5 times earnings in the year to June 1993. Scholes' shares closed down 57p to 250p on the London Stock Exchange.



DANONE

### A RISE IN FIRST-HALF CONSOLIDATED SALES

Consolidated sales of Danone Group amounted to FF37 bn in the first half of 1994, 6% more than the FF34.9 bn recorded in the same period of last year.

Figures by division were as follows:

(in FF millions)	1993	1994
Europe		
Dairy products	10,900	11,187
Grocery products and Pasta	4,552	6,488
Biscuits	6,205	6,305
Beer	3,496	3,354
Mineral water	2,757	3,618
Containers	3,620	3,304
International	2,151	3,704
Intragroup transactions	(948)	(940)
<b>GROUP TOTAL</b>	<b>34,933</b>	<b>37,020</b>

Business under the "international" heading represents sales of consolidated companies based outside Europe.

Comparisons between figures for 1994 and 1993 must take into account several changes in the scope of consolidation.

Newly consolidated companies include mineral-water companies Vialac in France and Agua de Limpias in Spain, as well as several companies in the Asia-Pacific area, whose sales are recorded under the "international" heading.

Companies no longer consolidated include Veneros de Madrid, a member of the consortium division, accounted for under the equity method as of 1994.

Assuming constant business structure, scope of consolidation and exchange rates, variations in sales by division were as shown below:

Dairy products	+ 5.1%
Grocery products & Pasta	- 0.9%
Biscuits	+ 2.1%
Beer	- 9.4%
Mineral water	+ 5.2%
Containers	+ 2.0%
International	+ 11.8%
<b>GROUP TOTAL</b>	<b>+ 2.4%</b>

In the first half of 1993, beer sales rose sharply as buyers moved in ahead of increases in French excise. In contrast, sales in the first half of this year only started to benefit from warm weather in mid-June. However, temperatures have remained high throughout July, which should make up for much of the lag to the end of June.

Excluding breweries, sales in the first half of 1994 would show a 3.7% rise.



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## Mercedes launches bid for family bus group

By Christopher Parkes in Frankfurt

Mercedes-Benz yesterday announced its expected takeover bid for the debt-laden Kässbohrer bus business from its family owners.

The UK's largest chemicals company lifted profits from £240m to £333m (£547m). Mr Ronnie Hampel, chief executive and chairman designate, said the increase showed "the first tangible signs of a widespread recovery in our worldwide markets. This is an increasingly robust performance from all our businesses."

"About half of the improvement came from self-help and

## ICI up 40% on worldwide revival

By Paul Abrahams in London

A combination of self-help and a surprising rise in demand assisted Imperial Chemical Industries to a 40 per cent rise in pre-tax profits during the first half.

The UK's largest chemicals company lifted profits from £240m to £333m (£547m). Mr Ronnie Hampel, chief executive and chairman designate, said the increase showed "the first tangible signs of a widespread recovery in our worldwide markets. This is an increasingly robust performance from all our businesses."

"About half of the improvement came from self-help and

half from better demand. Prices were the same level as last year."

Turnover increased 8 per cent from £1.15bn to £1.46bn. Sales volumes were up 6 per cent during the six months, but had risen 9 per cent in the second quarter from the same period last year. Currency movements reduced sales by about 1 per cent.

Trading profits rose £2 per cent to £273m. Mr Hampel said the group had benefited by more than £20m from self-help actions since 1990. The target of savings of £490m next year was within reach, he said.

He said ICI would continue to invest in its core assets. It

would invest \$100m to build one of the world's largest PET resin plants in North Carolina. PET is a material used to make plastic bottles. Mr Alan Spall, finance director, added that the group was looking at the possibility of building a new US plant to make PTA, a raw material of PET.

The growth in volume had been driven by a number of factors, said Mr Hampel. New plants manufacturing Klea 134, the CFC-substitute, and PTA had come on stream. European sales were lifted by an increase in market share as US manufacturers attempted to cope with an upturn in demand there.

## BPA shareholders fight bid

By Peter Wise in Lisbon

Leading shareholders in Banco Português do Atlântico are preparing to defend Portugal's largest commercial bank against a hostile takeover bid by Banco Comercial Português, a smaller rival.

A group of Portuguese businessmen who control 27 per cent of BPA said they would seek to expand the core shareholding to 40 per cent. Earlier this week, BCP made a public offer of Es132bn (\$815m) for 40 per cent of BPA.

An official of Sonae, Portugal's largest private conglomerate and leader of BPA's core shareholders, said the group would not make a counter-bid

but hoped to increase its own holdings and persuade other shareholders to join the group.

BPA's core shareholders are bound by an agreement not to sell outside the group. The Sonae official said that if the core were extended to 40 per cent, BCP's bid would fail because the state owned 25 per cent of BPA and would remain neutral in the bid battle.

But Lisbon analysts said BCP's offer would be a severe test of the cohesion of BPA's core shareholders. "When the crunch comes and the money's on the table, the group may not hold together," said a Lisbon dealer.

BCP's bid of Es3,000 a share values BPA at Es330bn. BPA

shares reached a high of Es2,900 yesterday before closing at Es2,615. They had been suspended since Tuesday, when they closed at Es2,010. More than 185,000 shares were traded yesterday.

BCP's offer has to be approved by the government, central bank and stock exchange commission. BCP control of BPA would create Portugal's largest private-sector banking group, with combined assets of about Es5,360bn.

The new group would be twice the size of state-owned Caixa Geral de Depósitos, the country's largest bank, which focuses on mortgage lending and savings deposits.

## Dyno Industrier doubles results on good demand

By Christopher Brown-Humes in Stockholm

Vard, the Norwegian shipping group, returned to the black in the first half helped by gains from the sale of its ferry operations and a luxury cruise vessel.

The group's pre-tax result swung to a NKR15.4m (\$73m) profit from a NKR212m loss in the same period.

The main impact was a NKR549.2m extraordinary gain on the sale of the group's ferry division and a NKR263.5m gain on the sale of the Royal Viking Sun, a luxury cruise ship.

which is traditionally weaker than the first, should be stronger than last year, but warned the group was being squeezed by higher raw material prices.

Gross operating income was NKR1.79bn, up 20 per cent on last year, while operating profits climbed 30 per cent to NKR379m.

Explosives saw operating profits more than double to NKR123m from NKR52m on a 9 per cent increase in turnover to NKR2.08bn, while chemicals raised profits to NKR238m from NKR162m as turnover rose 28 per cent to NKR1.47bn.

He said the second half,

### AUDITED FINANCIAL STATEMENTS 1993

### FINANCIAL POSITION 31 DECEMBER

[IN MILLION OF US\$]

ASSETS	1993	1992
CASH AND BANK	149	98
MARKETABLE SECURITIES	485	440
LOANS	539	538
EQUITY PARTICIPATIONS	66	63
FIXED AND OTHERS	27	32
<b>TOTAL</b>	<b>1,266</b>	<b>1,171</b>

### LIABILITIES AND SHAREHOLDERS' FUNDS

- PAID UP CAPITAL	400	400
- RES		

## INTERNATIONAL COMPANIES AND FINANCE

**Mitsubishi may rescue trust bank**By Gerard Baker  
in Tokyo

Mitsubishi Bank, one of Japan's largest commercial banks, is considering measures to rescue Nippon Trust Bank, according to industry sources. The proposals under consideration are thought to include a takeover of the troubled trust bank.

Mitsubishi currently owns 5 per cent of Nippon Trust, the maximum permitted by law, but in the last few years it has strengthened its links and last year installed one of its senior managing directors, Mr Tomoaki Hirano, as Nippon Trust's president.

Nippon Trust is the smallest and weakest of the country's seven trust banks. The collapse of the Japanese property market in recent years has left it with a bad debt mountain. In the year to March it disclosed

non-performing loans rose by 78 per cent to Y131bn (\$1.3bn), the largest increase among all Japan's leading banks.

However, this figure does not include non-restructured loans, on which interest has been cut sharply to keep borrowing afloat. Analysts estimate the actual total of non-performing loans could be closer to Y190bn, more than 10 per cent of Nippon Trust's loan book. These non-performing assets represent 90 per cent of the trust bank's tier one capital.

Worse still, unlike most Japanese banks it is unable to cover its potential loan losses by sales of equity holdings. Mr David Threadgold, banking analyst at BZW in Tokyo, estimates that the bank may have as little as Y30bn in such hidden equity gains well short of its bad debt total. "Without outside intervention, Nippon Trust has no obvious way to

free itself from its overwhelming problem loans," said Mr Threadgold.

By contrast Mitsubishi Bank is one of the strongest of the country's 11 "city" (commercial) banks, it has estimated problem loans of just 3.6 per cent of total loans.

Officials at Mitsubishi Bank and Nippon Trust yesterday denied that takeover plans had been agreed. However, industry sources said that Nippon Trust needed at least Y100m in financial support.

A takeover by Mitsubishi Bank would present a dilemma for the regulators, since it could break ministry of finance (MoF) rules on the ownership of trust banks. Last year the MoF for the first time allowed city banks to establish trust bank subsidiaries. But these new rules prevent city banks from operating some of the most profitable elements of

trust banking business, such as pension funds and loan trusts. The rules are designed to protect trust banks' key activities from incursions by the larger banks.

If the MoF refused to allow Mitsubishi Bank to run the full range of trust banking activities, the merger would lose appeal for the city bank, which might also then be reluctant to keep the bank afloat with loans. However, if the MoF needed a full merger, other trust banks could be expected to object.

The MoF would not comment yesterday, but if it is presented with a merger plan, analysts were agreed that it would probably approve it. "Faced with the unattractive alternative of allowing a bank to fail," said Mr Mark Faulkner, banking analyst at S.G. Warburg, "the MoF will almost certainly prefer to allow a merger."

**Kirin finds cheer in demand for Budweiser**

By Emiko Terazono  
in Tokyo

Kirin Brewery, Japan's largest beer and beverage company, said brisk demand for Budweiser beer, sold under licence from Anheuser-Busch of the US, helped sales and profits

**Wheelock posts 50% gain after big exceptional sales**

By Louise Lucas  
in Hong Kong

Wheelock, the Hong Kong holding company for the late Sir K.Y. Pao's listed corporate empire, yesterday announced a 50 per cent rise in profits, totalling HK\$2.2bn (US\$285m) after tax and minority interests, for the year to March 31. Until last November it was known as World International.

The company said effects of price discounting of beer by leading supermarket chains and increased competition from cheap imported brands had yet to show up in its interim profit figures. Pre-tax profits for the six months to June rose 4 per cent to Y83.5bn (\$60m), on a 1.9 per cent increase in sales to Y628.4bn.

After-tax profits climbed 19 per cent to Y17.3bn on a fall in special losses from property sales.

For the full year to December, Kirin expects a 13.1 per cent rise in pre-tax profits to Y87bn on a 6.2 per cent increase in sales to Y1,430bn.

San Miguel soars

40% in first half

San Miguel, the Philippines' largest manufacturing enterprise, has announced a 40 per cent rise in first-half net profits to 2.23bn pesos (\$35m), on consolidated net sales 13 per cent higher at 32.5bn pesos, writes Jose Galang in Manila.

Earnings per share advanced to 1.56 pesos from 1.12 pesos previously.

The company said higher sales volume, which reflected the accelerated economic growth during the period, accounted for the robust financial results.

San Miguel's brisk profit increase in the first half did not include any extraordinary income. The company in April sold the present site of its Hong Kong brewery, and the windfall gain from the sale will be booked in September, when full payment for the property will be made.

The sale is estimated to result in a non-recurring income of HK\$2.1bn (US\$379m) for San Miguel.

The programming deal is the latest in a series of rapid developments at Australis, as it attempts to bring pay-TV into Australian homes before the end of 1994. There is still some scepticism about Australis' long-term chances of success, given the small size of the Australian market for pay-TV and the presence of more big entrenched media interests, including those of Mr Rupert Murdoch and Mr Kerry Packer.

cent over the 1993 figure of HK\$1.16bn.

Mr Peter Woo, Wheelock chairman, said the company was looking at investment opportunities of HK\$10bn-12bn a year, which could be funded by debt issues and bank financing. The company has a modest debt-to-shareholders' funds ratio of around 4 per cent.

Retailing contributions were strong, with net profits from the 70 per cent-owned luxury store operator Lane Crawford increasing 18.3 per cent to HK\$382.1m, compared with HK\$332.1m in the previous year.

However, Realty Development Corporation, Wheelock's 72.4 per cent owned property company, saw earnings slump 42 per cent, to HK\$34.1m from HK\$51.1bn.

**Newcrest Mining ahead midway**

By Nikki Tait in Sydney

totalled 183,241 ounces, up from 171,838 ounces last time, at an average realised price of A\$865 per ounce.

The cost of sales was A\$874 per ounce, compared with A\$864 previously. Group equity production was 173,118 ounces, up from 167,223 ounces.

The company said that production costs in the second quarter after June had been adversely affected by a write-off of deferred costs associated with its Pernatty pit at the New Celebration gold project in Western Australia.

All costs related to Newcrest's unsuccessful legal action over the sale of stake held by one of its joint venture partners in the Bodington gold mine were also accounted for during this quarter.

• Pasminco, the Australian lead and zinc producer, is to spend A\$45m at its Rosebery mine in Tasmania in an effort to develop ore bodies there. The company said the four-year project would aim at the development of an additional 10m tonnes of ore reserves.

stan government and the state-owned precious metal mining company there, Altynalamas, over a possible concession to develop and operate the Vasilkovskoye gold deposit alongside Altynalamas, writes Nikki Tait.

**Taiwan bank rises**

State-run International Commercial Bank of China, one of Taiwan's leading commercial banks, posted provisional pre-tax profits of NT\$1.61bn (US\$68m) for the year to June 30, up 5.8 per cent on the previous 12 months, writes Laura Tyson in Taipei. Revenues rose 22.8 per cent to NT\$11.6bn.

**Sumitomo Chemical cuts losses**By Gordon Crabb  
in Tokyo

Sumitomo Chemical of Japan has substantially reduced its first-half losses as a result of cost savings, cheaper raw materials and a lower interest bill, but has not yet decided whether to reinstate its dividend.

The pre-tax loss for the six months to June was down to Y4.02m (\$4.1m) from Y2.93m, in spite of a 4.3 per cent dip in sales to Y273.84m. It said yesterday that sales of basic chemicals were down 1.7 per cent and fine chemicals 2.7 per cent, with a sharper fall of 8 per cent in petrochemicals and plastics. Agricultural chemicals showed the smallest decline, of 0.5 per cent, amid demand for feed additives.

Exports grew 1.6 per cent overall, to Y3.81bn. The company has also been expanding its overseas interests, with projects in Singapore and the US.

Net losses were down to Y1.94bn from Y5.44bn, and it expects to reach break-even for the full year, on sales down 1 per cent to Y540m. It is paying no interim dividend and indicated that the 1994 payout could be anything between nil and Y3 a share.

**Asahi Glass profit slides 44%**By Gordon Crabb  
in Tokyo

Asahi Glass, Japan's biggest glassmaker, showed a 43.9 per cent slide in pre-tax profits to Y11.25m (\$1.65m) for the first half to June, as stagnant demand from the construction and automotive industries pulled sales 9.2 per cent lower to Y440m.

Rationalisation measures introduced during the period, devolving some centralised responsibilities to its operating

divisions, yielded a 7.7 per cent drop in operating costs to Y36.6bn. The company expects a profits recovery for the full year.

Sales of glass and construction materials, which represent almost half of all turnover, were down 7.7 per cent and those of chemicals, the second largest division, emerged 12.7 per cent lower.

Growth was achieved only in electronics, where turnover was up 2.8 per cent to Y36.9bn as a result of demand for

integrated circuits, glass substrates and optical fibre.

In spite of the high value of yen, Asahi Glass managed to expand exports by 11.7 per cent, reducing its exposure to the dull domestic economy. Exports account for 14.7 per cent of all sales, up from 12.0 per cent lower.

A maintained interim dividend of Y4.50 per share is being paid from net earnings of Y6.44, down from Y9.30.

**Biogen shares up 50% on drug test**By Daniel Green  
and Paul Abrahams

Shares in German drug company Schering fell 5 per cent yesterday following a 50 per cent rise in those of US biotechnology company Biogen as the likelihood of competition in the fast-growing multiple sclerosis drug market increased.

Swiss company Ares Serono, which is developing a drug similar to Biogen's, saw its share price rise by 17 per cent yesterday.

Biogen this week reported preliminary results of final phase trials of its beta inter-

feron drug which, it claimed, cuts the frequency and scale of multiple sclerosis attacks over a six-month period.

The company was sufficiently confident to increase production in the US and marketing in Europe. Full data on the clinical trials would be presented in October, it said.

Schering sells its own beta interferon product called Betaseron, the only such product approved by medical regulators for patients. This month, the company said 1994 sales of Betaseron would reach DM350m (\$190m).

Analysts at Lehman Brothers estimate the market

for beta interferon at \$500m-\$700m a year by the end of the decade.

The share price rise took Biogen's market capitalisation to about \$1.5bn, the fourth biggest in the biotech sector.

This week, Teva Pharmaceutical Industries, the Israeli-based group which has another multiple sclerosis drug in development, said it was setting up production facilities in Israel after viewing preliminary data of final stage trials of its treatment Copaxone.

It expects to file its multiple sclerosis drug for US approval this year or early 1995.

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## INTERNATIONAL COMPANIES AND FINANCE

## Strong results in all sectors lift AIG net income

By Richard Waters  
in New York

American International Group, the US-based insurance group, notched up a further 14 per cent advance in net income in the second quarter, despite little change in US property/casualty insurance rates during the period.

The improvement came on the back of a 9.3 per cent growth in premiums compared with a year before, and the absence of catastrophes in the US, which led to a fall in the group's combined loss ratio from 99.6 a year before to 98.66.

AIG reported net income of \$550m on revenues of \$5.5bn, against \$482m on revenues of \$5bn the year before. Earnings per share were \$1.74, up from \$1.52.

Mr Maurice Greenberg, chairman, attributed the advance to strong results in all of the group's businesses. He said the property/casualty business in the US was helped by the absence of catastrophes, while premium rates were little changed from the previous quarter.

On the general insurance side, pre-tax income rose 14 per cent to \$739m on a 9 per cent rise in premiums, to \$2.9bn. Life insurance premiums, meanwhile, grew by 16 per cent to \$1.7bn, fuelling a 19 per cent advance in pre-tax income to \$213m.

For the first half, net income of \$1.1bn was 8 per cent higher than the year before.

## Transamerica drops

After-tax profits at Transamerica, the San Francisco-based financial services group, fell 10 per cent from a record high the year before, a period when the earnings had been lifted by investment gains, writes Richard Waters.

Excluding these one-off items, net income on continuing operations, of \$103m, was up from \$89m the year before, on stronger results from leasing and consumer and commercial lending. Mr Frank Heringer, president and chief executive, said the company was "encouraged by signs of recovery in the Californian economy" and expected 1994 as a better year to be a good year.

During the latest period, Transamerica's net income on continuing operations, of \$103m, was up from \$89m the year before, on stronger results from leasing and consumer and commercial lending. Mr Frank Heringer, president and chief executive, said the company was "encouraged by signs of recovery in the Californian economy" and expected 1994 as a better year to be a good year.

Reported net income was \$106m or \$1.24 a share, down from \$124m, or \$1.49, the year before. First-half net income of \$203m was down from \$215m last time.

## Bristol-Myers joins Cadus

Bristol-Myers Squibb, US drug company, has signed its biggest collaborative deal with a biotechnology company, writes Daniel Green.

Its partner in the deal, worth up to \$45m, is New York's Cadus Pharmaceutical, a specialist in rapid screening of large numbers of potential drugs. BMS will take a 15 per

cent stake in Cadus. It has also committed itself to additional equity investments, on the achievement of certain scientific milestones, and to further Cadus fund raising, including flotation.

Cadus receives up to five years of research funding for work into the way hormones or drugs work in the body.

## IBM plans 2,000 job cuts in PC overhaul

By Louise Kehoe  
in San Francisco

International Business Machines is expected to announce plans to consolidate its personal computer operations with the loss of about 2,000 jobs, or 20 per cent of the division's workforce.

Many of the remaining workers will be asked to move from sites in Florida and New York state to North Carolina. The US group will also begin to simplify its PC product line, which includes about 500 models, which differ only slightly.

Management changes are also expected. The answer will depend on whether the French national carrier finally bites the bullet of reform and addresses the strategic and management weaknesses behind losses that reached FF18bn last year.

This is half the deficit of the world's leading airlines.

"They have to restructure, and quickly," says Mr Guy Kekwick, analyst at Lehman Brothers in London. "They are in a serious financial situation, and without the kind of reforms that other airlines have undertaken, they will struggle to survive the next downturn in the market."

The first FF10bn tranche of

state aid will ease the airline's immediate financial pressures. The cost of financing its debts of more than FF25bn resulted in financial charges of FF3.5bn last year, while negative cashflow has forced the company to borrow to fund such basic requirements as fuel.

However, under the terms of the Commission's approval for the capital increase, the next two tranches of funds, due in 1995 and 1996, will only be permitted if Air France delivers on a three-year cost-cutting and restructuring plan drawn up by Mr Christian Blanc, the chairman. In addition it must maintain its pledge to reduce its fleet and dispose of assets, such as the Meridien chain.

Previous restructuring at Air France has failed miserably, often due to the resistance of the airline's 14 trade unions. Last October, strikes forced a humiliating climbdown by the French government and the scrapping of a recovery plan drawn up by Mr Christian Blanc, who resigned as chairman in protest.

So far, Mr Blanc has made progress in implementing his reforms. An audacious referendum of the airline's staff in April won him approval for a framework restructuring package, allowing him to introduce

## Time ticks away for Air France reprieve

The French carrier must bite the reform bullet by 1996, writes John Riddings in Paris

**A** rescue, or a temporary reprieve? That is the question confronting Air France after Wednesday's approval of a controversial FF25bn (\$3.6bn) capital injection for the ailing airline from its state shareholder.

The conditions attached to approval of state aid were numerous, but were largely anticipated and scarcely aggressive, prompting strong condemnation from several of the French carrier's rivals.

For Air France it is unclear whether the additional finance will underpin recovery or whether it will remain the biggest sacrifice of funds in the airline's history of decline.

The answer will depend on whether the French national carrier finally bites the bullet of reform and addresses the strategic and management weaknesses behind losses that reached FF18bn last year.

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Christian Blanc: progress in implementing his reforms

Changes in working hours, rotas and management structures are vital if the productivity improvements demanded by Brussels are to be obtained by the end of 1996. But some unions, including the pilots' union, are opposed to the proposed productivity measures.

On the revenue side, Air France is benefiting from a rebound in passenger traffic and an increased load factor, which averaged 72.5 per cent in the first five months, against about 64 per cent in the same period last year.

However, the airline's wings are being clipped by the Commission's demand that it restrict traffic growth to 2.7 per cent per year.

"This will be a constraint," says one airline analyst. "But the priority for the airline is to increase the revenues per passenger rather than the number of passengers."

Air France has outlined plans to reduce its fleet from 160 aircraft to 145 within five years and to cut some non-profitable routes.

A thorny problem could be a transformation of Air France's relations with Air Inter, its domestic subsidiary. The European Commission has demanded the capital increase of the internal French airline market while Air France receives all of the state aid.

The establishment of a new relationship with Air Inter is a complex task which will be difficult to resolve quickly. Unfortunately for Air France, time is firmly against it.

After the controversy of the latest capital injection, and with Brussels adamant, this must be the last recourse to state funds. Air France must now, or never, learn to fly on its own.

## Placer Dome helped by higher gold prices

By Bernard Simon in Toronto

Higher gold prices helped Placer Dome, the Vancouver-based mining group, to post a slight rise in second-quarter earnings, in spite of a drop in output.

Earnings climbed to US\$24m, or nine cents a share, from \$21m, or eight cents, a year earlier. Sales rose to \$242m from \$234m.

Placer's share of gold production from its 14 mines in the US, Canada, Chile, Australia and Papua New Guinea fell by 44,000 ounces from 453,000 ounces. But the average price advanced to \$387 per ounce, from \$357. First-half output was down to 891,000 ounces

from 903,000 ounces. Higher production at five mines was offset by the disposal of the Dona Lake mine and closure of the Equity Silver mine, and by lower production at the Detour Lake, Kidston, La Coipa and Golden Sunlight properties.

Placer said its share of production would total 1.8m ounces this year. Output from Australasia was expected to dip by 7 per cent, mainly due to lower grades at the Kidston and Pongera mines.

Production from Canada will fall by 3 per cent, but the US would grow by 5 per cent, mainly with improved grades and mill throughput at the Cortez mine and new production at Bald Mountain.

Williams shares were up \$1.25 in early trade.

## Bid speculation hoists Williams

By Patrick Harverson  
in New York

Shares in Williams Companies, the diversified US energy group, rose yesterday amid speculation that LDDS Communications had increased its offer for Williams' telecommunications unit, to \$2.5bn from \$2bn.

Williams, with revenues last year of just under \$1bn, operates the fourth largest US advanced national fibre optic long-distance telecommunications network. Williams rejected the original unsolicited offer from LDDS, the Mississippi-based telecommunications group, in May.

Williams shares were up \$1.25 in early trade.

## Elf in FF1bn assets deal for BNP shares

By John Riddings

Elf Aquitaine, the French oil company privatised earlier this year, yesterday said it would sell FF1.1bn (\$1.6bn) worth of industrial investments to Banque Nationale de Paris, its principal bank.

Elf will be paid in BNP shares, which will make the oil group the second largest investor in the bank with more than 4 per cent of its capital. Elf holds 1.86 per cent of BNP's shares - taken at BNP's privatisation last autumn.

A joint statement said the deal reflected Elf's strategy of disposing of non-core assets and BNP's desire to strengthen its position in venture capital.

where it holds investments worth about FF1.5bn. The two companies are part of each other's *royal court* of long-term stable investors.

Elf will sell the industrial assets held by Financière Gamma, a subsidiary of CPMI, which in turn is a joint subsidiary of Elf and Elf Gabon, which groups the oil companies' Gabon interests. The operation is expected to involve the issue of between 4m and 4.4m BNP shares.

The assets involved are non-listed and most are venture capital investments. They include Marie Brizard, the liqueur company and France Energie, the genetics and agricultural concern.

## Goodrich buys textile operation

By

BF Goodrich, the US chemicals group, will acquire the textile coatings business of France's Rhône-Poulenc for an undisclosed price, AP-DJ reports.

The coatings business employs 110 people with sales of \$48m in 1993. Goodrich's speciality chemicals business recorded sales of \$830m in 1993.

The closure reflects the phasing out of IBM's water-cooled mainframe technology which is being replaced with less expensive air-cooled models based on complementary metal oxide semiconductor technology.

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Capitalised terms not otherwise defined herein shall have the meanings ascribed to them in the Terms and Conditions of the Notes.

Notes will be purchased up to a maximum aggregate principal amount of £50,000,000. Notes in excess of principal amount of £50,000,000 are tendered, Notes up to such amount will be purchased on such basis as may be determined by Bristol & West Building Society in its sole discretion.

Holders who wish to tender their Notes for purchase pursuant to the Offer should contact Kleinwort Benson Limited directly (Douglas Round, on 071-823-9100, quoting the Securities or Credit Services Department, or any other holder who has accepted the principal amount of Notes to be repurchased immediately after contacting Kleinwort Benson Limited), those holders who hold through Euroclear or Cetel should contact Euroclear or Cetel directly to confirm that their tender has been accepted and to give instructions to effect settlement.

Kleinwort Benson Limited is co-ordinating the terms of this Offer on behalf of Bristol & West Building Society.

The Offer will remain open until close of business on 3rd August 1994.

26th July 1994

PRINCIPAL PAYING AGENT

Morgan Guaranty Trust Company of New York

60 Victoria Embankment, London EC4V 0JP

PAYING AGENTS

Banque Paribas Luxembourg

100 boulevard Royal, Luxembourg

Avenue des Arts, 35, B-1040 Brussels

Approved for the purpose of Section 31(1) of the Financial Services Act 1986 by Kleinwort Benson Limited, a member of the Securities and Futures Authority.

Notice of Tender Offer

BRISTOL & WEST

BUILDING SOCIETY

£150,000,000

Floating Rate Notes Due 1996

(the "Notes")

## INTERNATIONAL CAPITAL MARKETS

## Treasuries make progress despite news on jobs

By Frank McGuire in New York  
and Conner Middlemann  
in London

US Treasury bonds made progress yesterday morning despite a stronger than expected revision of conditions in the labour market.

By midday, the benchmark 30-year government bond was 5% higher at \$94%, with the yield dipping to 7.33% per cent. At the short end, the two-year note was up 1% at 99%, to yield 8.22 per cent.

Bonds across the spectrum came under early pressure when the Labor Department reported that initial claims for unemployment benefit last week had fallen by \$3,000 to \$31,000, the lowest level since March 26.

Analysts, however, attributed the steep decline to tech-

nical factors and discounted the raw data as an accurate reading of the condition of the economy.

This interpretation allowed Treasuries to climb back into positive territory, though the approach of today's preliminary estimate of second-quarter gross domestic product held bonds in check, especially at the short end of the maturity range.

Today's GDP report should provide a clue to the timing of the Federal Reserve's next move to lift short-term interest rates. Economists were predicting second-quarter growth would come in at 3.9 per cent, up from 3.4 per cent in the first three months of the year.

As traders sought to square their positions ahead of the data, dealers were trying to distribute this week's fresh

supply of two-year and five-year notes into the market.

The influx of new paper heightened the potential for a sharp downturn in prices should the GDP estimate exceed the consensus forecast.

In the absence of significant fundamental news, European government bonds spent

## GOVERNMENT BONDS

another day drifting sideways on low volume. However, volatility remained high due to thin market conditions.

Gilts had another roller-coaster session: falling at the opening in the aftermath of Wednesday's sell-off, recovering on investor buying and eas-

ing back in late trade on worries about a rise in UK interest rates. The September long gilt futures contract closed at 101.8, up 1% on the day.

Continuing worries about the possibility of an imminent rate increase, which pushed three-month rates to their year's high yesterday, continued to weigh on the market.

"Most people have been expecting rates to rise eventually, but now there's increasing talk that we'll see a pre-emptive rate hike sooner than expected," said a senior gilt trader.

Nervousness ahead of today's second-quarter US GDP data also overhung the market.

"Going into the data, people aren't willing to take any sizeable positions either way," said Mr Ifty Islam, international bond strategist at Merrill Lynch.

Still, traders reported some investor buying of medium and long-dated stock, which helped gilts recoup their losses during the day. Switching into gilts from neighbouring markets was also reported, helping gilts' 10-year spread over bonds to narrow to around 183 basis points from Wednesday's high of 195 basis points.

French bonds fell in line with bonds, ignoring the Bank of France's widely expected 10 basis point cut in its intervention rate to 5 per cent. The September national bond contract on Matif ended the day at 115.84, down 0.34 points on the day.

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Italian bonds took a breather after the recent sell-off, closing only slightly weaker. However, sentiment remains weak given the fragile political background, and the market is expected to remain volatile as the corruption probe continues into Prime Minister Silvio Berlusconi's holding company Fininvest.

## Vietnam Frontier Fund raises \$50m

By Victor Mallet in Bangkok

Vietnam Frontier Fund, the latest investment fund aimed at the fast-growing economies of Indochina, has received commitments for \$50m. The fund's managers had initially hoped to raise as much as \$100m.

There are four investment funds operating in Vietnam, and all are listed in Dublin, mostly for tax reasons. The other three funds have raised some \$170m.

Finding viable investments in Vietnam has proved difficult and slow for all four funds. Only \$25m of the \$50m in commitments to the Vietnam Frontier Fund has actually been put in, with the remainder on call from the investors.

The new fund plans to take a particularly active role in creating and managing the companies and projects in which it buys a stake, and which would be able to provide them with credit.

Because issues such as training and control are critical to successful investment in

Vietnam today, the managers of the fund will second staff as required to ensure that its investments are properly nurtured," the fund said.

By providing stand-by letters of credit for new projects, the fund said it "hopes to be able to provide one of the missing elements in the current Vietnamese investment environment."

The fund said it would open offices in the capital Hanoi and in Ho Chi Minh City, the southern commercial centre that includes Saigon, and would look at investments in real estate development, natural resources, banking and financial services, tourism, infrastructure and industry.

Fininvest Thail, a Bangkok-based merchant bank group, owns 20 per cent of the fund's management company. Stockbroker HG Asia has 20 per cent and N. X. Oanh Associates of Vietnam 10 per cent.

Mr Eugene Davis, fund president, said: "We plan to commit our first investment for the fund within the next month."

## Peregrine Investments forms Burmese venture

By Louise Lucas in Hong Kong

Peregrine Investments Holdings, the Hong Kong based merchant banking and securities house, has joined forces with Union of Myanmar Economic Holdings of Yangon, a privately-owned company which handles investments for pension funds, to form a joint venture investment company in Myanmar, Burma.

The fund is to focus on direct investments in new projects, as well as existing companies. The Hong Kong group says it

is optimistic about the country's economic outlook as it continues to open up to foreign investors.

Peregrine operates in Burma through its 80 per cent owned subsidiary Peregrine Capital Myanmar in Yangon.

This company has directly invested in shrimp processing joint ventures with the Department of Fisheries in Burma, and is engaged in agency, direct investment and financial advisory work for foreign companies looking to invest in the country.

## Seven-year sterling issue for European Investment Bank

By Graham Bowley  
and Antonia Sharpe

The European Investment Bank (EIB) followed up Wednesday's Y5bn three-year offering yesterday with a £200m issue of seven-year eurobonds. The bonds were priced to yield 5 basis points over the 7 per cent UK government bond due 2001.

Syndicate managers questioned the timing of the issue, in view of Wednesday's sharp fall in the gilt market. Some reported subdued demand for the bonds and predicted that they would struggle in secondary market trading.

However, the EIB and lead manager BZW said the recent fall in the gilt market had little impact on the issue. Indeed, the EIB said its bonds had benefited from the better tone in gilt markets yesterday.

EIB said most of the demand came from continental European retail and institu-

tional investors, attracted by the current coupon of 8.5 per cent and the significant discount to par.

The EIB had also taken advantage of the lack of supply in the seven-year area. "Because of the low level of swap spreads in the euroster-

INTERNATIONAL BONDS

ing market, there have not yet been any issues with a seven-year maturity this year," BZW said.

The EIB said the funds raised from the issue will be on-lent to projects in the UK. About 90 per cent of the EIB's sterling borrowings this year have gone back into the UK.

Ontario Hydro tapped the short end of the Canadian dollar curve, raising C\$350m through an offering of two-year eurobonds. The pricing of the bonds, to yield 20 basis points

over two-year Canadian government bonds, was seen to be fair, although some syndicate managers thought the issue was too large given its orientation towards retail investors.

Joint lead manager Nomura said the wide differential between yields on Japanese and Canadian government bonds and the view that the yen was close to its peak made these bonds attractive to Japanese investors.

Two-year Canadian government bonds currently yield around 8% per cent, compared with around 3.60 per cent on Japanese government bonds with the same maturity.

Nomura reported a strong take-up from its regional offices while ScotiaMcLeod, the other joint lead, expected the balance to be placed in Europe over time. Soon after the bonds were freed up, the spread widened out to around 23 basis points.

Elsewhere, Morocco is

believed to have asked several investment banks, including Paribas, Salomon Brothers and two other US houses, for advice about a possible return to the international bond market following the rescheduling of its foreign debt last year.

The country is thought to be interested in raising between \$100m and \$200m through a

eurobond or a Yankee bond issue, or failing that, by means of a private placement. The maximum maturity would be five years, although three years was more likely to appeal to investors.

Bankers said Morocco's debt had traded well since the restructuring and investors with holdings of emerging market debt were keen to diversify away from Latin American paper, but the difficult conditions in the international bond markets and the volatile situation in Algeria could hamper Morocco's return. A further disadvantage was that Morocco did not have a credit rating, although it might well seek one in the near future.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Coupon	Red	Date	Price	Day's change	Yield	Week ago	Month ago
Australia	9.00	04/04	90.0200	-1.36	9.82	9.82	9.84	
Belgium	7.25	04/04	94.9500	-0.80	8.04	7.99	7.94	
Canada	8.00	05/04	94.0000	+0.26	9.94	9.15	9.27	
Denmark	7.00	04/04	94.0000	-0.05	7.97	7.97	7.97	
France	8.00	05/04	94.5000	-0.10	8.58	8.53	8.79	
OAT	5.50	04/04	87.5000	-0.15	7.32	7.25	7.60	
Germany	8.75	04/04	90.0000	-0.46	8.82	8.80	7.98	
Italy	8.00	01/04	90.0000	-0.20	10.07	10.44	10.45	
Japan	No 119		104.7800	-3.37	3.37	3.37	3.37	
UK	4.12	12/04	94.0000	-0.05	9.44	9.44	9.44	
Netherlands	5.75	01/04	91.8400	-0.32	8.82	7.10		
Spain	8.00	05/04	84.9500	-0.35	10.55	10.57		
UK Gilt	8.75	11/04	90.25	-0.23	7.93	7.97	7.98	
US Treasury	7.25	05/04	90.0000	-0.05	10.25	10.25	10.25	
ECU	6.25	05/23	94.20	-0.21	11.92	7.50	7.61	
French Franc	6.00	04/04	87.7800	-0.46	7.84	7.70	7.98	

London closing, New York mid-day. Yield to maturity. \*10-year Gilt. \*\*10-year US Treasury. \*\*\*10-year ECU. \*\*\*\*10-year French Franc. Source: AMIS International

## US INTEREST RATES

## Lunchtime Treasury Bills and Bond Yields

Source: US Treasury. \*10-year Gilt. \*\*10-year US Treasury. \*\*\*10-year ECU. \*\*\*\*10-year French Franc. Source: AMIS International

## BOND FUTURES AND OPTIONS

## France

## NOTIONAL FRENCH BOND FUTURES (MATIF)

Open	Sett price	Change	High	Low	Est. vol.	Open int.
118.54	118.84	-0.34	117.04	118.40	171,467	119,508
121.00	119.00	-0.24	118.04	119.25	364	14,420
125.22	115.20	-0.34	115.20	115.00	494	2,408

## NOTIONAL LONG TERM FRENCH BOND OPTIONS (MATIF)

Price	Aug	Sep	Oct	Dec	Aug	Sep	Oct	Dec
116	-	-	-	-	0.56	1.83		
116	0.34	-	-	-	2.36	3.14		
117	-	-	-	-	1.13	1.75	1.68	2.65
118	-	-	-	-	0.82	1.25	1.25	2.00
119	-	-	-	-	0.28	1.75	-	

Est. vol. total, Caisse 17/23. Puts 43.03. Previous day's open int., Caisse 355.93 Puts 362.855.

## Germany

## NOTIONAL GERMAN BUND FUTURES (LIFFE) DM250,000 100ths of 100%

## COMPANY NEWS: UK

Fall should pave way for signing of agreement with MGN

## Independent to cut cover price

By Raymond Snoddy

The Independent newspaper has decided to cut its cover price and the reduction is expected as early as Monday.

The response to the national newspaper price war is one of a number of editorial and business decisions that should pave the way to the signing of a formal agreement between Mirror Group Newspapers and the consortium that owns The Independent group.

The agreement under which MGN, a minority shareholder in Newspaper Publishing, owners of The Independent and The Independent on Sunday, will run all aspects of the business apart from editorial has

yet to be signed. The plan was first announced in March but it has been considered impossible to complete the deal until a new editor was appointed and a number of editorial decisions had been taken.

Mr Ian Hargreaves, deputy editor of The Financial Times, this week accepted the editorship. Mr Andreas Whittle Smith, the main founder of the paper, will give up the editorship this week when he goes on holiday. Mr Ian Jack, editor of The Independent on Sunday, will be acting editor until Mr Hargreaves arrives in the middle of next month.

MGN was believed to be wary about signing the agreement before an editor was in

place because there are financial penalties if the company fails to reach agreed targets. Apart from the issue of cover price - The Times is now selling at 20p and the Daily Telegraph at 30p during the week - the issues include the number of newspaper sections on offer and their format.

Having taken the decision on Wednesday to cut the price of the paper, shareholders will decide on Sunday how much the cover price will be reduced from its current 50p. The paper will remain a premium product aimed at the top end of the market but the price will come down at least to 45p, to match The Guardian, or possibly 40p.

The formal agreement

between MGN and the other main shareholders - El País of Spain, La Repubblica of Italy and Mr Tony O'Reilly's Irish Independent group - may be signed within a matter of weeks.

Planning is going ahead as if the agreement is already in place and the editorial staff of The Independent and its Sunday sister title are expected to move to their new offices alongside MGN in Canary Wharf in London's Docklands in November.

Meanwhile Mr Sergio Cellini, who became an executive director of The Independent earlier this year, has been appointed managing director of Newspaper Publishing.

## Wet winter holds Motor World back

By Andrew Bolger

An exceptionally wet winter with minimal frost held back progress by Motor World, the car parts and accessories retailer which came to the market in February last year.

Pre-tax profits advanced by 20 per cent to £1.75m in the six months to May 1, but the figures were flattered by lower interest payments. The underlying increase was 5 per cent.

Turnover rose 15 per cent to £21.5m, with growth reflecting new additions to the chain, which increased from 203 to 217 outlets during the period. A further 25

branches have been opened since the beginning of May, bringing the total to 242.

Mr Darrell Kershaw, managing director, said motorists were less likely to work on their cars in wet weather, and the virtual absence of frost removed the usual seasonal boost to sales of batteries and antifreeze.

However, demand across the group had been improving since Easter and he expected to see second half results benefit from the recent wave of openings.

The Bradford-based group is mainly represented in the north of England, Wales and the Midlands. However, it has recently

moved into the south-west and has just opened a branch in Welwyn Garden City, north of London.

It has also bought an eight-branch chain in the Irish Republic, where it is expected that an MOT test will shortly be introduced.

The manufacturing, packaging and distribution division, which accounts for about 30 per cent of sales, had performed well on the back of an expanding customer base and increased sales to continental Europe.

Earnings per share rose to 8.7p against a pre-formal 8.1p. The interim dividend is lifted to 2.5p (2.3p).

## Mystery surrounds Caparo 'US purchase'

By Andrew Baxter

Mystery last night surrounded an announcement by Mr Swraj Paul, the Anglo-Indian businessman, that his privately-held Caparo steel and engineering group had made its biggest acquisition ever by acquiring a \$400m US steel firm.

Mr Paul told Reuters in New Delhi that a deal to acquire the un-named Pittsburgh-based company was signed early yesterday.

Officials at Caparo's London headquarters were trying to contact Mr Paul yesterday for further clarification, after he had faxed them a message saying a letter of intent had been signed to buy "a major American steel plant".

The announcement caused confusion among steel industry observers. Caparo is known to be interested in buying Sharon Steel, an integrated producer which is in Chapter 11 bankruptcy proceedings.

But that company is based in Sharon, Pennsylvania rather than Pittsburgh. And the plant which Caparo said it has bought makes 1.2m tonnes of hot-rolled coils, 60,000 tonnes of cold-rolled coils and 90,000 tonnes of galvanised sheets, which one analyst said did not sound like Sharon.

It is assumed that the \$400m (£258m) in Mr Paul's announcement refers to the revenues of the company rather than the transaction price.

Caparo has already expanded in the US. Its North American sales were £11m last year out of a total of £260m following the acquisitions of Bull Moose Tube in 1988 and Bock Industries in 1990.

Caparo is thought to be the front-runner in the bidding for Sharon, although a Dutch-backed group is also said to have made a cash bid.

## Japanese venture behind 88% advance at Unitech

By Tim Burt

Shares in Unitech rose 20p to 34sp yesterday after the international electronic components and controls group announced an 88 per cent increase in full-year profits.

Pre-tax profits climbed to £19.8m (£10.5m) after increased demand, particularly in east Asia, pushed sales ahead 20 per cent to £202.3m (£253m) in the year to May 31.

Although favourable exchange rates flattened the results by adding £2.8m to group turnover and £2.3m to profits, operating profits rose from £13.7m to £24.4m.

The improved performance was underlined by sharply increased profits at Nemic-Lambda, the group's 50.6 per cent-owned Japanese subsidiary, which contributed £12.3m (£3.6m) to the power supplies division.

Buoyant demand for power conversion equipment helped the division, Unitech's largest, more than double its profits to £20m (£9.94m) on increased sales of £205.4m (£164.5m).

The group has embarked on a strategy to increase international sales by its two smaller businesses: connectors, which manufactures electronic testing equipment; and control products, the heating and ventilation component company.

Mr Curry said such moves,



Peter Curry: further moves in Japan and China planned

for the year of 6.5sp (6.1p).

### • COMMENT

This set of results had analysts searching for superlatives. Verdicts ranged from "extraordinary" to "excellent" after the figures exceeded most forecasts for the current year. With no sign of the yen weakening or a reversal in east Asian demand, this year's profit forecasts have been increased on average by a third to about £28m. The challenge for Unitech is to unlock shareholder value from its stake in Nemic-Lambda, which is valued at £424m. If it achieves that and also manages to exploit signs of an upturn in Europe, the shares could prove an attractive prospect, despite their premium on a forward multiple of 18.4.

The control products division, meanwhile, benefited from steady growth in the UK and saw profits increase from £1.95m to £4.8m on turnover of £51.9m (£36.9m).

Earnings per share rose from 7.5p to 12.5p, and a final dividend of 4.3cp (4p) makes a total

## Emerging Markets trust ends first day at premium

By Bethan Hutton

Trading started yesterday in shares of Emerging Markets Country Investment Trust, which was created through the conversion of units in the emerging markets unit trust

run by City of London investment management.

The shares ended the day at 58p, a premium of 6.7 per cent to undiluted net asset value. The warrants closed at 34p.

Unit holders elected to convert more than 50m units into new packages of ordinary shares and warrants in the investment trust, at a subscription price of 53p per ordinary share, with one warrant attached to every five shares.

The shares have an undiluted net asset value of 54.36p, and the new trust has a net asset value of 27.3m.

Olliff & Partners, sponsor of the trust, is planning to raise up to £24m through a placing in September.

The existing unit trust will continue to operate in parallel with the investment trust.

## Two life companies buck UK sector trend

By Alison Smith

Two life companies have announced increases in UK new business for the first half of this year, in contrast to the trend for the sector as a whole.

Equitable Life said that its total new premium income for the six months to end-June was £746.9m - an increase of 12 per cent on the same period last year.

There was only a slight increase in new annual premiums, from £186.4m to £186.7m, but new single premiums rose more sharply, to £560.2m (£478.3m).

The shares have an undiluted net asset value of 54.36p, and the new trust has a net asset value of 27.3m.

The company is proposing that the preference conversion rights be improved from their present 1-for-1 basis to 1-for-1.32, exercisable at any time.

On converting their holdings, shareholders will receive payment of arrears of preference dividend to the date of conversion.

Following the changes Jermyn will have net cash of £4.2m and pro forma net assets of about £18m.

## Jermyn Inv raises £13m for expansion

Jermyn Investment, the property investor, is raising £12.5m net in a placing and open offer and acquiring three freehold properties for a total of £1.65m cash.

It is also proposing to change the rights of preference shareholders to encourage them to convert their holdings into ordinary shares or to redeem them early.

Jermyn is placing 8.3m shares at 160p with a 5-for-2 clawback. The shares were

unchanged at 175p.

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On converting their holdings, shareholders will receive payment of arrears of preference dividend to the date of conversion.

Following the changes Jermyn will have net cash of £4.2m and pro forma net assets of about £18m.

## Mixed fortunes for market hopefuls

By David Wighton

Magnum Power, the Scottish electronics company, yesterday announced a successful placing of £4.5m of shares, valuing it at £14.6m ahead of its flotation on the USM.

But Aromascan, the other start-up business currently on its way to the stock market, has been forced to put back its plans by a week.

The vaccine, which has been

at the centre of a legal battle

between the companies for two years, was regarded as one of Medeva's best prospects for growth in the late 1990s.

Industry analysts estimated

1995 sales for the vaccine at

£30m with the worldwide market worth more than £200m.

Bogen said it was extremely pleased by the ruling. But Mr Bill Bogie, Medeva's chief executive, described it as "a surprise and disappointment".

"This is a setback. But the

Hepatitis B project is one ele-

## Medeva loses patent case in European court

By Tim Burt

Medeva, the rapidly expanding pharmaceuticals company, yesterday suffered a setback in its development programme after the European Patent Office upheld claims that it had infringed patents owned by Biogen, its US rival.

The UK group said it was dismayed by the ruling, made at an appeal hearing, which could prevent it developing a Hepatitis B vaccine.

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Bill Bogie, Medeva's chief executive, described it as "a surprise and disappointment".

"This is a setback. But the

Hepatitis B project is one ele-

ment in our broader business portfolio. Although it has great potential it is not critical to our future success."

Emphasising the group's determination to develop the vaccine, he predicted that it would continue to represent a large part of Medeva's research and development budget.

Further development of the drug may be hampered by threatened legal action by the two Swiss companies that sold Medeva the pre-developed vaccine for £1.3m two years ago.

Epitac and GA Investments received a £3.86m down payment, with the balance due when development was completed and the product registered in European countries.

Earlier this year Medeva was warned of possible legal action after the completion date for development of the vaccine was put back to 1995 - delaying payments to the Swiss groups.

## Improved trading behind 46% advance to £3.2m at Admiral

By Alan Cane

Improved trading conditions and continued emphasis on careful management helped Admiral, the Surrey-based computing services company, lift pre-tax profits by 46 per cent from £1.19m to £2.3m in the six months to June 30.

Shares rose 30p to a new high of 610p. Turnover was 39 per cent higher at £24.6m (£21.7m).

Earnings per share improved by the same percentage to 18.5p (13.3p) and the interim dividend goes up 25 per cent to 2.5p.

The group, which specialises in consultancy, training and software, has consistently improved sales and profits through the recession and continues to recruit steadily. Staff numbers total 854, 30 per cent higher than last year.

Cash amounted to £3.9m, down from £5.1m 12 months earlier because of acquisitions, including The Training Centre, in 1997.

Admiral tends to perform uniformly across the year, suggesting full year pre-tax profits could approach £6.5m.

The initial investment of £2.3m is comprised of 21 second-hand coaches brought from the Netherlands. Six routes are to be served in the initial phase with Warsaw acting as a hub.

National Express already runs an international service to Poland through its Eurolines subsidiary and recently the UK company purchased Fregata, a Polish emigre-owned, London-based tourist operator with more than 30 years of experience in the Polish market.

Polski Express, National's wholly owned local subsidiary, will be working with PKS, the Polish state-owned bus company which will be providing drivers and maintenance facilities as well as selling tickets.

PKS remains Poland's largest inter-city coach carrier with small private companies operating urban and short-range routes. The market is shrinking, though, as car ownership grows and ticket prices rise. Last year, 1.4bn passengers travelled on inter-city coaches compared with 2.1bn in 1990.

*This announcement appears as a matter of record only.*



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*(Incorporated with limited liability in The Netherlands with its corporate seat in Groningen)*

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## COMPANY NEWS: UK

Offer price represents 5.5% discount to net asset value

## Pillar to float with £170m tag

By Andrew Bolger

Pillar Property Investments is coming to the market at 150p per share, an offer price which values the company at £169.7m - a 5.5 per cent discount to net asset value.

Two of the better-known developers of the 1980s, Mr Raymond Mould and Mr Patrick Vaughan, are respectively chairman and chief executive of the group.

The 60m shares on offer have been placed with institutions, with 15m subject to clawback for the public offer. Applications must be in by August 5

and dealings will begin on August 15.

The offer, fully underwritten by EZW, will raise £27m for the company. Of this, £40m will be used to pay off loans, with the rest used to repay short-term borrowings and fund future acquisitions.

Pillar was set up as a vulture fund to prey on institutional quality properties in the collapsing market of 1991. It has built up a £352m investment portfolio, comprising 26 commercial properties.

At present, 64 per cent of Pillar's properties are let to either FTSE 100 companies or gov-

ernment bodies, and there is an average unexpired lease length of 22 years.

The company estimates that 85 per cent of its leases are now at or below current market prices.

Debt will fall to £165.9m, with gearing reduced from 168 per cent to 92 per cent, improving interest cover from its £25.4m rent roll.

### COMMENT

"Full but fair" was the consensus verdict on the pricing of Pillar, which has amassed a quality portfolio of properties. The initial yield of the invest-

ment portfolio is currently 7 per cent, but that should go up sharply as rents rise - Pillar has a 41 per cent exposure to the retail sector, where rents are forecast to increase rapidly over the next few years. The shares offer a nominal dividend yield of 3.1 per cent below the sector average of 3.8 per cent, but Pillar will be better able to increase its dividend than other competitors with less attractive properties.

The pricing means the shares may not go to much of an initial premium, despite having attracted solid institutional support.

## Johnson Fry back in black with £2.3m

By Bethan Hutton

Johnson Fry, the financial services and investment group, returned to profit in the six months to June 30 after last year's restructuring and name change from LIT Holdings.

Pre-tax profits were £2.25m, compared with losses of £21.1m which included exceptional losses of almost £20m resulting from the sale of LIT America.

Turnover and operating profits were down substantially, largely because of the ending of the business expansion scheme, formerly one of Johnson Fry's main areas of activity.

Turnover was £18.2m, against £24.7m excluding the contribution from LIT America. Operating profits of continuing operations fell to £2.17m (£5.32m).

Mr Christopher Castleman, chairman, said that comparisons with 1993 were meaningless in total "because of the very material effect on prior periods' figures of BES revenues, the results of the American businesses which were divested last year and the group capital structure prior to the restructuring".

Johnson Fry Property was the best performing division during the six months.

Turnover doubled to £8.83m (£4.1m), and operating profit rose from £194,000 to £3.2m. Properties under management were valued at £907m (£655m).

Funds under management by the asset management arm rose to £225m (£145m), but fell from the £250m year-end figure despite the launch of one new investment trust. The

interim dividend is maintained at 2.7p.

**Witan Investment**

Witan Investment Company reported net asset value improved over the 12 months to June 30 from 22.2p to 24.5p per share. However, it was lower than the 27.7p reported at the December 31 year end.

Net revenue for the six months to end-June was £9.34m (£9.29m) for earnings per share of 2.48p (2.56p). The interim dividend is maintained at 2.7p.

**J&J Dyson**

Pre-tax profits rose by 52 per cent at J&J Dyson, the refractories group with interests in builders' merchanting, for the year to end-March.

The surplus was £1.23m, compared with £807.275. However, the previous year was hit by reorganisation costs and a loss on disposal of discontinued operations, which led to exceptional debits of £387,333. This time the amount was £96,400.

Turnover rose from £42.6m to £44.1m. Earnings fell from 8.4p to 6.7p, while a final dividend of 2p makes a total of 3.5p (3p).

**Premier Health**

Premier Health, the healthcare services group, swung from pre-tax losses of £21.2m to profits of £618,000 in the half year to June 30.

The result, on turnover of £64.6m (£6.35m), included exceptional credits of £413,000 (£239,000) of which £362,000 arose from the ending of non core activities.

Earnings per share came through at 0.21p (0.4p losses).

**Obituary**

## Sir Alex Alexander

Sir Alex Alexander, who has died at the age of 77, will be remembered jointly for his contribution to the food industry and his huge fund-raising efforts for charity and the arts.

He arrived in Britain as a poor refugee from Czechoslovakia in 1938 and rose to the top of several British boardrooms. He never denied, and sometimes encouraged the belief, that over the years he had accumulated one of the best address books in the country.

Alexander was born Korda Kestenbaum in November 1916 and studied medicine by Imperial Tobacco in 1929. Alexander stayed with the new grouping for 10 years as chairman of Imperial Foods.

When he retired in 1979, there were widespread directorships - Unigate, Tate & Lyle and Alfred McAlpine, the company for which he had first

## All-round growth at ICI but still below target

By Paul Abrahams

Mr Ronnie Hampel, ICI's chief executive and chairman-designate, yesterday proudly boasted that every division had reported higher operating profits.

Nevertheless, the overall performance remained well short of an acceptable target, he said.

The most profitable division was industrial chemicals where trading profits rose from £59m to £109m, on lower sales of £1.87bn (£1.89bn). The fall in turnover followed the sale of the polypropylene business to BASF, the German chemicals group. Taking this into account sales volumes were up 5 per cent.

Mr Hampel said strong demand for polyester fibres and plastic bottles had boosted demand for PTA and PET. However, pricing of Klea 134, the CFC-substitute, remained a problem in Japan, although sales growth was excellent, said Mr Alan Spall, finance director.

The company was selling its \$100m (£64.5m) US polys business to a Canadian company. The profit from the disposal would be included in third quarter results.

Trading profits at the paints business rose from £45m to £53m on sales down at £845m



Ronnie Hampel: boasted proudly of advances by all divisions

costs. Prices of polyurethanes also remained under pressure.

Trading profits at the explosives division were £30m (£19m) on sales of £86m (£218m) including a £65m contribution from AECL Explosives, the 51 per cent owned South African subsidiary.

The regional business contributed trading profits up from £23m to £35m on turnover of £702m (£690m). The economic recovery in Australia and reduced losses in Argentina helped lift the results.

## Harrods ex-chief may join Clark

By William Lewis

Mr Peter Bolliger, former managing director of Harrods, the Knightsbridge department store, is in talks with C&J Clark about joining the family-owned shoe company.

"We are looking at a possible new role in the company for him, with executive responsibility," Mr Kevin Crumplin, a main board director of Clark, said yesterday.

Mr Bolliger's departure from Harrods in April provoked a bitter war of words with Mr Mohamed al-Fayed, the store's co-

### NEWS DIGEST

## Sidney C Banks at £3.4m

Sidney C Banks, the grain and agricultural specialist, announced pre-tax profits ahead from £2.87m to £3.42m for the year to April 30, despite a fall in turnover from £280.6m to £231m.

Mr Alistair Mitchell-Innes, chairman, said reforms to agricultural policy had resulted in a smaller volume of grain being sold which, coupled with lower prices, led to a reduction in cereal turnover. Other agricultural sectors performed well. While non-agricultural business also made a good contribution, competition in the food business adversely affected margins.

Earnings were 25.7p (22.5p). The final dividend is 6.25p, making 9.75p (9p).

### Derby Trust

Net assets per capital share at Derby Trust rose 4 per cent to 437p as at June 30, compared with 421p last time.

Net revenue for the six-month period increased from £742,645 to £838,745, for earnings per income share of 7.02p (6.29p). All earnings will be distributed as dividend.

### Ayrshire Metal

Pre-tax profits of Ayrshire Metal Products showed a 38 per cent improvement, from £572,000 to £792,000, in the six months to end-June.

The advance was achieved on turnover up from £16.5m to £17.7m and was boosted by a lower interest bill of £16,000

(£63,000). An interim dividend of 12.5p (nil) is declared payable from earnings of 5p (3.8p) per share.

Directors said the outcome for the six months reflected the gradual improvement in the company's markets and all parts of the group were now profitable.

### Contra-Cyclical

The split capital Contra-Cyclical Investment Trust reported a net asset value of 48.3p per capital share as at June 30, a modest increase on the value of 47.6p a year earlier.

Net revenue for the three months to end-June amounted to £25,000 (£24,900) for earnings per share of 1.56p (1.31p) per income share. The first interim dividend is held at 2.25p.

### John I Jacobs

John I Jacobs, the transportation group, announced a 17 per cent decline in pre-tax profits from £26,000 to £23,800 for the six months to June 30.

Turnover was up some 9 per cent to £1.57m (£1.45m), largely the result of a 40 per cent increase in the shipbroking division. Mr Michael Kingshott, appointed managing director in a boardroom shake-up earlier this year, said this was a "modest increase, not anticipated" at the time of the circular to shareholders in June.

Earnings per share fell to 0.1p (0.5p). The interim dividend is halved to 0.25p.

### Sphere Inv Tst

Net asset value per income and residual capital share at Sphere Investment Trust rose 20 per cent, from 36.74p to 44.19p, over the 12 months to the end of June.

Pre-tax profits advanced from £6m to £10.3m.

The board said it was still looking to extend the life of the trust, managed by Marathon Asset Management, beyond its wind-up date in October 1995.

Net revenue fell from £2.83m to £2.12m, while earnings per income and residual capital share moved from 2.31p to 1.73p. As already announced, the second interim dividend is held at 0.75p, making an unchanged 1.5d to date.

### Chieftain

Chieftain Group, the USM-quoted supplier of specialist insulation and fireproofing services, returned to profit in the half year to June 30 with £203,000 pre-tax, compared with losses of £481,000. Turnover fell from £7.36m to £4.24m.

The acquisition in January of R Blackett Charlton had enabled the company to expand in the diversified activity of pipe fabrication and erection, said Mr Peter Wardle, chairman, and the company had won orders of nearly £1m, due to be completed this year.

An unchanged dividend of 1.5p is declared from earnings of 1.67p (1.76p losses) per share.

### Danka

A substantial rise in turnover helped Danka, the office equipment supply and servicing group that operates mainly in the US, to a 71 per cent pre-tax profits increase in the first quarter to June 30.

Turnover, which rose from £64.6m to £118m, increased partly on the back of acquisitions made the previous year, but Mr Dan Doyle, chief executive, said there was also a 12 per cent sales growth in core operations.

Pre-tax profits advanced from £6m to £10.3m.

construction group. After the war, when he changed his name, he worked on the Westwick estate in Norfolk partly as a nurse to the family, but also developing the estate's interest in canned fruit. It was there that he realised the potential of the frozen food business.

Alexander went briefly to America to pick up the technology of refrigeration. He believed that over the years he had accumulated one of the best address books in the country.

Alexander was born Korda Kestenbaum in November 1916 and studied medicine by Imperial Tobacco in 1929.

Alexander stayed with the new grouping for 10 years as chairman of Imperial Foods.

When he retired in 1979, there were widespread directorships - Unigate, Tate & Lyle and Alfred McAlpine, the company for which he had first

worked, among them. He also became chairman of J Lyons, the food outlet of Allied Breweries.

He moved on to become vice-chairman of Allied-Lyons at a troubled time.

In 1985 the group was confronted with a hostile takeover bid from Elders IXL. There was a referral to the Monopolies Commission and the case went on for a nearly a year. The eventual ruling was in favour of Allied-Lyons, though by then Elders had lost interest.

Alexander played some role in the defence and could be outspoken in his public comments, but insiders tend to give much of the credit to Sir Derrick Holden-Brown, then the company chairman, as well as the financial advisers in the post.

He was married in 1946 to Margaret Irma, whom he knew in Czechoslovakia before the war, and he was knighted in 1974. They had two sons and two daughters.

Alexander's last main job was as senior managing director at Lehman Brothers International (Europe).

## Mitsui Marine 1994

A Message from the President

Ko Matsukata

During the business year under review, the earnings and expenditures position of the non-life insurance industry in Japan continued to reflect the unfavourable economic conditions. The ongoing slow growth in premiums was tempered by a higher loss ratio in Automobile Insurance, an increase in claims resulting from natural disasters, including last year's many typhoons, and a decrease in investment income resulting from much lower interest rates and slow expansion of assets.

The review of the Insurance Business Law, which prescribes the framework of the current Insurance System, is now under way, prompted by the trend towards liberaliza-

tion of business restrictions and the internationalization of financial activities. The non-life insurance business is therefore faced with unprecedented reforms.

In this atmosphere of dramatic change, the Company intends to become an institution highly valued by its customers and society by further strengthening its sales activities, pursuing innovations aimed at securing competitiveness and growth, reinforcing its income structure and improving customer satisfaction.

As a result of the proposed amendments to the Insurance Business Law, it appears likely that it will become possible for insurers to conduct both life insurance and non-life insurance business by establishing a subsidiary. Therefore the Company will accelerate analysis of its entry into the life insurance business.

The Company expects to expand its business base through efficient management, whilst responding to future changes in the business

growth at low target

## RECRUITMENT

Jobs: Ageist policies and the wasted talents of a generation of executives

### Redundancy reigns in Metroland

The unemployed have become stuck with the stereotypical image of the out-of-work northern man. He is either a miner or a docker, wears big boots, a thick brown belt, corduroy trousers and a vest, and thumps the table every time he makes a point.

He is as much a part of history as the Jarrow march, yet his image continues to prevail, reinforced by persistent "death of a community" newspaper reports on the demise of the coal industry. It seems that not until the last lump of coal has been hewn or the last rivet punched into the last ship's hull will the caricature date to rest.

George Orwell's legacy has been a long time fading, but even though areas of social deprivation still exist, the picture largely belongs to another time. Today the road of social hardship no longer leads to Wigan Pier, but to Swindon, High Wycombe and Welwyn Garden City.

The semi-detached home counties suburbia immortalised by John Betjeman in his poems of Metroland has become the focus of 1990s unemployment. Beyond the popularised avenues and mock-Tudor facades and the neatly manicured lawns of open-plan executive housing estates resides a groundswell of resentment.

The extent of the anger in these Tory heartlands is crystallised in a sheet of letters that appeared on my desk this week. The letters were

sent to an Oxford-based recruitment magazine in response to its campaign on ageism in the workplace.

Almost all were from people in the 40-55 age bracket with many years of experience in their chosen fields. Typically they had a job in middle management paying a good salary, say between £30,000 to £40,000, with commitments and a life-style to match. Suddenly they found themselves redundant; too old and too expensive for their organisations' needs.

All the letters make well-written, cogent points. One is from a woman, aged over 45, an experienced export sales and marketing manager, fluent in three European languages and caught, as she says, in the continuing middle-management pruning.

"How is it possible that the thousands of currently unemployed executives and managers can be treated in such a manner?" she asks. She belongs to a privately organised executive jobs club in Gerrards Cross, Buckinghamshire. It has 120 members, mostly aged over 45. "The amount of experience, talent and management ability

being wasted is absolutely incredible," she says.

She adds: "Please do not think we do not try; that we do not send out hundreds of finely honed CVs; that we do not know about networking, cold-callers, agencies and all the other methods employed by those out of work." Job applications, she says, often get no replies or a tactful note indicating that her date of birth is a problem.

"For the first time in my life, I have been forced to become conscious of my age. What employers do not seem to comprehend is that someone who is 45 plus is often more stable, secure, able to take decisions, willing to start early and work late, does not take Mondays off or have small families to cope with, unlike many 25 to 35-year-olds. So why is industry so blinkered?"

Another writer who, he says, has committed "the cardinal sin of getting old", recalls an interview session where on more than one occasion the interviewer used the expression "getting on a bit". He and fellow job seekers have become so accustomed to rejection letters

that they now "hold a lottery as to what excuse will be in the standard three paragraphs".

A 47-year-old High Wycombe man, made redundant after a company takeover five years ago, says he has never signed on for unemployment benefit and, after a series of part-time and temporary jobs has become "resigned to never having a 'proper job' again".

"It must be stressed that these are not unqualified people. One of the letters begins 'I am a chartered accountant, 55 years of age, with an impressive track record of success and achievement in both private and public limited companies as finance director and company secretary.'

Since becoming unemployed last March, for the third time and through no fault of his own, he insists, he has written "countless letters of application without success, in many cases not getting even the courtesy of an acknowledgement". He also registered with a number of specialist recruitment agencies, but was subsequently told by a company recruiter that "virtu-

ally every recruitment agency will just push to one side any job application and speculative CV if the age of the applicant is 50 or more", unless the job calls for such a person.

The accountant writes: "I truly believe that the majority of agencies and employers think that over 50s are in wheelchairs or on sticks, are totally bald and toothless, and are too weak and frail even to lift a pen or a key into a computer."

He ends: "I see little hope of John Major or any of his minions doing anything that will help the mature job seeker. He has most certainly lost my vote - for good."

A letter from an engineer says he "worked very hard through engineering apprenticeship, engineering studentship and university to achieve Master of Science and Chartered Engineer status and for the last two years I have been jobless like many other people in my situation. I could have pretended I am a self-employed consultant like many professionals do to hide the shame of being unemployed."

Behind many of these letters are cases of real hardship. A 50-year-old man from Bath explains how he was made redundant in 1990 from a job that paid more than £40,000 a year. His house was repossessed by the building society and sold for less than his mortgage. He has four children and has moved house four times in three years. He has experienced no fault of his own. All feel victimised by age discrimination.

These letters reveal the hidden unemployment among the middle classes. They reflect real despair among good, qualified, able, experienced people who feel as if they have been dumped on the scrapheap through, as one of them put it, no fault of their own. All feel victimised by age discrimination.

Perhaps this trend is a phenomenon of the 1990s, a combination of recession and the revolution in working practices. Perhaps the pay expectations of the managerial classes have outgrown demand. Whatever the case, these stories reflect an unacceptable waste of talent, experience and enthusiasm.

Usually this column is devoted to ideas and trends in the recruitment market, writing about how jobs are changing, different forms of work, placement, pay, share options, boardroom compositions, a mixture of the concrete and theory. Sometimes, however, before you can consider solutions it helps to be aware of the problem.

Richard Donkin

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Our client, the Banking subsidiary of a dynamic US giant synonymous with excellence in the finance and travel market, is a trail-blazer in customer-driven service throughout which spans more than 81 offices in 37 countries. Their performance in 1993 was outstanding, achieving one of the strongest financial results in their history and creating a new foundation for controlled growth, quality and innovation.

The high-profile Operational Review team, based in the UK and reporting to New York, plays a key role in driving continued successful expansion. Project-based, the team works with operations worldwide looking at all areas, particularly those of highest risk - leading-edge treasury products, high-level trade finance transactions - from a business perspective. Constantly challenging management thinking and reviewing the implications of business strategy, the team seeks ways to minimise exposure and improve financial performance. Highly visible, the team works closely with management at the most senior level, complemented by a specialist EDP department which focuses on the operational, security and statutory implications of data processing projects throughout the group.

There are a number of new positions in each team; in all cases candidates must be enthusiastic, objective, have good inter-personal skills and be able to present and discuss ideas confidently and persuasively. Aged 25-35, applicants must be keen to undertake approx. 60% travel throughout Europe, Africa and the Middle East, with occasional visits to Asia, North and South America. Audit experience, strong technical skills and professionalism are essential together with experience of influencing management decisions.

Candidates for the Operational Review team need not necessarily be qualified but are likely to be ACA/CIMA with relevant experience; for the EDP team, graduates with a background in data processing or computer audit is essential. The excellent salary package includes mortgage subsidy, relocation assistance and other banking benefits, whilst the career prospects are superb. Other departments worldwide view the teams as a source of high-calibre candidates with strong business acumen for management positions in operational management, finance, treasury and other business areas.

Interested applicants should send or fax their CV quoting ref 075 or contact us on 071 329 4649, or during the evening and weekends on 081 467 1408.

**ALDERWICK CONSULTING**  
SEARCH & SELECTION  
OLD BAILEY HOUSE, 7 OLD BAILEY, LONDON EC4M 7NB. TEL: 071-329 4649 FAX: 071-329 4677

## Senior Vice President Marketing

International Private Investment

Saudi Arabia/USA c US\$ 250,000 (Tax Free) + Incentive

Our client is an investment services company specialising in identifying private equity, real estate and other, primarily US, investment opportunities structured to meet the objectives of eminent Middle East investors. Highly successful, it is part of a major Saudi-American Group operating globally.

Based in Jeddah and with occasional visits to the United States, you will report directly to the CEO of the company. As Senior VP Marketing, you will develop the private investor base in Saudi Arabia and the Gulf by creating and implementing a focused marketing strategy which is supported by a deep understanding of market and economic fundamentals. You will also work closely with the company's US operation - which is the vehicle for originating transactions - to develop new products.

As well as driving forward the overall strategic development of the company, your prime responsibility will be for product placement, demanding an ability to form strong, lasting relationships with investors.

Please write - in the strictest confidence - to Ghassan Yazigi or Ian Robertson, Ref: 1361/2, MSL Group Limited, 32 Aybrook Street, London W1M 3JL

**MSL International**  
CONSULTANTS IN SEARCH AND SELECTION

## Credit Risk Managers

J.P. Morgan is one of the world's leading financial institutions. Part of the firm's success results from investment in its state-of-the-art global credit business. Operating as a profit centre, it continues to grow and, as a result, Global Credit Europe now seeks two additional risk managers to cover European financial institutions and complement two financial services teams.

The credit risk managers will be responsible for establishing and managing exposure for a group of financial institutions on a global basis, as well as the firm's worldwide exposure to a country or region. This involves frequent liaison externally with clients and counterparties at senior levels and internally with product groups and business teams. Responsibility for most credit decisions is delegated to individual risk managers. The ability to respond quickly to numerous daily requests is therefore a pre-requisite.

Whilst the ideal candidates will have previous experience of a similar credit role in another major institution, directly relevant experience is less important than possession of the right skills to succeed in a demanding environment. Specifically, these are:

- Strong financial analysis skills and commercial
- PC literacy.

Candidates with these skills will also have a good degree and may currently be working in other areas of corporate finance, management consultancy or accountancy, but looking to move into a dynamic credit environment. Appropriate training will be given as necessary.

J.P. Morgan offers a competitive remuneration package and excellent career development prospects.

Interested candidates should write to Niall Macnaughton at BBM Selection, 76 Watling Street, London EC4M 9BJ, enclosing a detailed CV. Fax: 071 248 2814. All applications will be treated in the strictest confidence.

**JPMorgan**

## SENIOR PERFORMANCE ANALYST

AMP Asset Management, a Top 20 Fund Manager with over £17 billion assets under management, has combined a new and dynamic corporate and business culture and is poised to enhance its position within the UK and international arena.

In order to further strengthen and enhance the quality of reported information a new role has been created within the Performance Analysis team. Reporting to Manager, Performance and Reporting, you will manage a small, professional team, with responsibility for calculating and analysing the investment performance of the company's various funds, both in the UK and internationally.

There is a high level of contact with senior management, Board Directors and Fund Managers, requiring you to present and discuss results, explaining competitive surveys, market indices and overall performance. Additionally you will be a key member of an ongoing systems enhancement project which, so far, has successfully broadened the depth of information available.

Suitable candidates will be highly numerate individuals (demonstrated by a mathematical/science based degree) with a genuine understanding of analysis techniques combined with a knowledge and understanding of financial markets. Although individuals with directly relevant experience would be ideal, candidates from other fields will be considered, providing they can demonstrate the relevant technical and analytical skills, coupled with strong PC literacy. (Age indication 25-30).

For further information please contact Lucy Ayton on 071-209 1000 (ext 223 2696) or write to her at Financial Selection Services, Charlotte House, 14 Windmill Street, London W1P 2DY (Fax 071-209 0001).

**Highly Competitive Salary + Benefits**

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**RESEARCH ANALYST**

Would suit graduate in Economics, Business or Finance interested in pursuing a career in the financial world. Experience in world financial market analysis preferred. Computer literate, with strong written and oral communication skills essential. Salary negotiable.

Please write with CV to: Amas UK, FAX: Stuart Wilkinson, 16 Charles II St, London SW1Y 4QU.

**SENIOR BANKING ACA c£60,000**

An international bank seeks a versatile ACA aged 35/40 years with proven accountancy tax systems and banking skills. Contact: Sheila Jones  
ORSB LTD  
Tel: 588 3991 Fax: 588 9012

Our client is a leading International Bank with a first class reputation built on historical success and forward-looking creativity.

This new position will combine responsibility for the day-to-day administration with business development, client liaison and, crucially, people management.

Ideal candidates probably in their late thirties or forties, will require an equal degree of flexibility showing attention to detail yet broad strategic vision. We have no real prejudices regarding professional qualifications (although an accounting background may be useful) - we are more interested in a demonstrably successful track record in financial services encompassing administration and people management skills.

We would expect the right candidate to be capable of promotion to run the whole operation in due course so we require a broader view - credibility, confidence and commercial awareness are of paramount importance.

Career progression is first class and the flexible salary/benefits package coupled with a very pleasant island lifestyle make this a very attractive opportunity.

Please send full career details, including current salary package, quoting reference A2160 to Malcolm Lawson, at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF.

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## CORPORATE FINANCE

### MANAGERS - NATURAL RESOURCES & UTILITIES

N M Rothschild & Sons Limited is an international merchant bank with a strong reputation for its corporate finance activities.

As part of the Bank's Corporate Finance Division, the Natural Resources and Utilities Department provides corporate and project finance services to the oil and gas, mining and utilities industries worldwide. With a range of services including acquisitions and disposals, restructuring and privatisation, and project finance advice, the Department represents a highly successful and growing part of the Bank's activities.

As a result of continuing business growth, the Department now wishes to expand its team of professionals through the appointment of two new Managers. Both will be London-based, one focusing on natural resources and the other on utilities business.

High-calibre candidates should be graduates with 3-5 years of relevant experience, probably gained in a relevant merchant banking or management consulting environment or in the mining or oil and gas industries. In-depth analytical and financial modelling skills must be backed by the desire to move into a highly demanding and professional work environment.

The remuneration package will be highly competitive, and excellent career prospects will be available for high flyers.

In the first instance, please send your full curriculum vitae, in the strictest confidence, to: Rodney Lonsdale, Director of Personnel, N M Rothschild & Sons Limited, New Court, St Swithin's Lane, London EC4P 4DU.



N M ROTHSCHILD &amp; SONS LIMITED

## Treasury Analyst

A challenging role in a progressive environment  
Reading C.£23,000 + benefits

Already one of the UK's largest companies with a turnover exceeding £1 billion a year, pre-tax profit of over £250 million and a £400 million annual investment programme, the Thames Water Group is continuing to grow rapidly. Within our Group Finance division at our headquarters in Reading we now need an experienced analyst to join our highly-skilled treasury team.

Treasury is a key function providing an essential service to the Group's operational management and in this role you will provide vital support to the Assistant Treasurer (Cash Management). This will include day-to-day monitoring and analysis of key Group cashflows, both actual and projected, and the identification and monitoring of foreign exchange dealings worldwide. In addition, you will be responsible for the evaluation of risk hedging opportunities in relevant financial markets.

A graduate with student membership of the Association of Corporate Treasurers, you will have around 2 years' corporate treasury experience, or have worked within a comparative banking environment, and have the commitment, drive and ambition to progress within this type of environment. You should be computer literate, with the ability to develop computer-based support systems to determine Groupwide operating exposures, and be familiar with LOTUS 123, Symphony and treasury software packages.

Your salary will be geared to qualifications and experience. A comprehensive range of company benefits is also offered and includes performance-related pay, contributory pension and generous holidays.

To join our fast-paced team, please send your full career details to Tracy Handover, HQ Personnel, Thames Water Utilities, Napier Court 4, c/o Nugent House, Vastern Road, Reading, Berks RG1 8DB.



## Institutional Research & Sales

### - Edinburgh - Utilities Sectors

A well motivated individual with analytical and presentational skills is sought to join Greig Middleton's institutional team covering Utilities. The position has considerable scope for personal development within a growing institutional stockbroking business. Greig Middleton are focusing on key sectors of the UK equities market and wish to strengthen and develop coverage of the Electricity, Gas and Water sectors.

Greig Middleton's business encompasses both a major private client base and fast developing institutional and corporate finance businesses serving UK and Continental institutions.

Institutional stockbroking is based in the company's London and Edinburgh offices.

The successful candidate for this position may come from a securities industry background, in stockbroking or fund management, or from within industry. The role envisaged comprises the generation of investment ideas, the production of written research and both telephone and presentational marketing to institutional investors. At least three years' relevant experience is a requirement for candidature. The position, while being Edinburgh based, will involve considerable travel within the UK in meeting companies and clients.

**GREIG  
MIDDLETON**  
Member of The London Stock Exchange

Contact: David Campbell  
Greig Middleton & Co Ltd  
10 Waller Street  
Edinburgh EH3 7LD  
Tel: 031 226 1234

## MERIDIAN SENIOR FX TRADER

Our client, a major European bank, is looking to hire a senior FX trader to join their expanding US\$ /SFt team. The ideal candidate will have approximately five years' experience in the FX markets and will have had exposure to Options, Swaps, Deposits, FRA's, and Spot trades. You will also have worked in more than one financial centre and be accustomed to high-volume business.

You must be a team player who enjoys a pressurised environment and has a broad knowledge of the financial markets. Fluency in German and French is essential. This is a career opportunity for an individual with a strong personality and a high level of numeracy. Evidence of computer literacy is important.

Please forward your c.v. to Sarah Turnbull.  
Closing date for applications: 2nd August 1994  
25 Museum Street, London WC1A 1UT. Fax: 071 457 3018

RECRUITMENT CONSULTANTS

## COMPLIANCE CLERK

To administer and ensure full Finsa compliance (from SFA) to a very small, friendly expanding City Broker. Sett person with proven all round "back-office" experience requiring a hands on position and excellent salary. C.V. + phone to Alan Jackson, Silberman plc, 65 London Wall, London EC2M 5TU.

## APPOINTMENTS

**INVESTMENT DIRECTOR/  
STRATEGIST/MARKETER**  
Full responsibility for investment department. Must be a self-starter with a good track record, dynamic challenge for next ten years within field of fund management, global strategy, marketing, other areas of asset or investment management. Good communication skills, ability to lead and manage a team. Would also consider start-up situation.

Write to Box A2121, Financial Times, One Southwark Bridge, London SE1 9HL.



THE SECURITIES AND FUTURES AUTHORITY

## PRINCIPAL POLICY ADVISER

Client Assets

SFA plays a key role in the regulation of the City. Its 1300 Member Firms cover all of the most important primary and secondary markets in the UK, including securities, futures, options, commodities, OTC products and corporate finance. SFA's membership spans the whole spectrum of firms from the largest multi-product houses to one-man corporate finance boutiques.

The protection of client assets is one of the cornerstones of investor protection governed by the Financial Services Act. SFA is looking to recruit a Principal Policy Adviser to develop policy in the areas of client money and safe custody. Working closely with other members of the Policy Division, the successful candidate would liaise closely with the SIB, other SROs, senior practitioners and professional advisers to ensure that SFA's policy is practical and up-to-date.

It is essential that applicants have a sound knowledge of the relevant SFA rules or broad experience in working in a securities settlement or custody role.

In addition to these professional skills, the successful candidate must have sound judgement and excellent written and verbal communication skills.

This position offers a salary based upon the relevance of previous experience and a range of benefits including company car (or cash alternative), non-contributory pension scheme, free season ticket, PPP and subsidised sports club membership. Additionally, SFA offers an extensive training programme specifically designed to enable staff to increase their knowledge and enhance their technical and personal skills.

To apply, please write with full career details stating your current salary to: Veronica Sherry, Recruitment and Employment Manager, The Securities and Futures Authority Limited, Cottons Centre, Cottons Lane, London SE1 2QB. Closing date for applications: Friday 5th August, 1994.

## ■ Opportunities with Deutsche Bank Gruppe ■

**Y**ou are a senior portfolio manager (in your thirties or early forties) with at least four years of experience in managing

international environment, have a fluent command of English and preferably some knowledge of German. You have a EU-working permit.

If your credentials meet these criteria, we would like to offer you an opportunity within our

Portfolio Management Team.

As head of the Balanced

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and your investment decisions

are based on our jointly

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## Experienced Senior Portfolio Manager for global balanced mandates

Wholly-owned by Deutsche

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asset management company,

managing US \$ 6.8 billion for a

globally diversified institutional

client base. We offer challenging

and exciting career opportunities

and a competitive remuneration

package including additional benefits.

Please forward your resume to Heike Baur, Deutsche Asset Management GmbH (DBAM), Bockenheimer Landstr. 42, D-60323 Frankfurt am Main.

■ Let's talk about it.

Deutsche Asset Management  
Deutsche Bank Gruppe



## Senior FX Sales Position

Our client is a major US Super-Regional bank with 20,000+ employees worldwide, and is seeking a high-calibre, ambitious individual to join their London Treasury team. The London operation has been established for over 20 years, is a highly profitable business centre, and is seeking to continue their expansion in Capital Markets. They now require a highly motivated team-player to become an integral member of their Treasury Department.

This is an rare opportunity for a pro-active individual to become a senior member of a dedicated marketing desk, selling FX products to a diverse UK and European Institutional and Corporate client base. This high-profile position reports directly to the Treasury Manager, with strong potential for future management opportunities.

Successful candidates will have a minimum of 5 years' experience of front-office Treasury/Trading activity. Marketing/Sales experience is essential with some hands-on FX trading desirable.

An attractive base salary with bonus and full banking benefits are offered.

Please apply in writing, enclosing a full curriculum vitae including salary details, and quoting reference 046A, to the Response Manager, Barkers Response and Assessment, 30 Farringdon Street, London EC4A 4EA.

Your CV will be forwarded to this client only. Please indicate any company to which your details should not be sent.

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HELPING THE GAS INDUSTRY TO MOVE ALONG NEW LINES,  
HELPING YOURSELF TO DEVELOP NEW INSIGHTS

## Economics Directorate Manager

£25,000-£35,000 - London

OPGAS, the Government Department created to shape and guide the future of the British gas industry, is now looking for a talented industry professional to join their Economics Directorate in the senior role of Manager.

The Economics Directorate is responsible for taking forward the recommendations resulting from the Monopolies & Mergers Commission Inquiry into the British Gas monopoly and the British gas industry as a whole. This includes the responsibility for implementing price controls on transportation and supply which are due to take effect in 1997.

As a Manager of the Directorate, you will be providing quantitative and analytical support, particularly for the introduction of market competition into gas supply, as well as playing an important part in helping to develop new pricing regimes for gas transportation and supply.

Most probably a graduate with excellent analytical and quantitative skills, you must have a good knowledge of the Gas industry combined with the ability to quickly develop an in-depth understanding of the current British Gas transportation and storage systems. A knowledge of pricing for access to a transportation system would be a distinct advantage.

Apart from the satisfaction to be gained from playing an active part in re-shaping one of the UK's major industries, this could be an important career move enabling you to be at the very heart of the future of the gas industry.

This appointment is for three years with the possibility of an extension and relocation expenses will be considered.

For further details and an application form (to be returned by 19th August 1994), please write to Recruitment & Assessment Services, Alton Link, Basingstoke, Hampshire, RG21 1JB or telephone Basingstoke (0256) 468551 or fax (0256) 846660/846374. Please quote reference B/2236/95.

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## CHANGE MANAGEMENT

### A Leading Consultancy Role

#### Back Office Operations – Investment Banking

Thames Valley

Our Client is one of the best-known and most respected names in its field. A fast-growing, highly innovative Management Consultancy, it has an outstanding track record for delivering dramatic, measurable performance improvements for its clients. A recognised pioneer in change management and in the techniques of Business Process Re-engineering, it has earned a strong following in the Financial Services industry.

You will be expected to play a pivotal role in managing the design and implementation of projects – principally in the investment banking sector – to dramatically improve the cost base and operational efficiency of back office operations. The current focus is likely to include settlement, exposure and portfolio management methods and issue authorisation, moving towards the 'middle office' approach. In addition to managing the structure and delivery of major projects, you will be identifying at the highest level, acting as a 'centre of excellence' in your field of specialisation.

LICHTIN  
Associates

A graduate professional or MBA, you will have developed a wide working knowledge of the main information needs and flows in the sector. You are likely to have specified and managed the implementation of at least one major project or change-management initiative in the above areas. You are also likely to have strong IT appreciation at the user-specifier and macro system-function levels. Your practical, pragmatic flair will be balanced by mature communication, leadership and motivational styles.

The informal, unbureaucratic working environment stretches, exhilarates and offers unrivalled opportunities for earnings growth and personal development. Please write initially to us, as Selection Advisers, quoting reference number 9437. We will ensure the total confidentiality of your response.

Lichtin Associates Ltd.  
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6, Evelyn Road  
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BN14 8AY  
Fax: (0903) 218334

Canada Life Assurance, with worldwide assets exceeding £10 billion and a triple-A rating with Standard & Poor's, is relocating its Equity Department to the City in September and has an immediate vacancy for a

## FUND MANAGER

Reporting to the Equity Manager and forming part of a talented and professional Investment Department, you will form part of our UK equity team. You will be expected to make a strong contribution to a team-based UK sector and stock selection process, including management of specific portfolios, and will also spend part of your time specialising on a more personal basis on either income or smaller capitalisation stocks.

To succeed you will be a graduate calibre individual with a minimum of two years' relevant experience in institutional UK equity management, and the desire to retain or achieve involvement across the full span of market sectors and capitalisations.

We offer a competitive salary dependent on ability and experience, including a substantial performance-related bonus and other benefits associated with a major financial organisation.

In the first instance please write in confidence with full personal and career details including current/last salary levels and benefits package to: Mrs J Toff, Personnel Department, Canada Life Assurance, Canada Life Place, High Street, Potters Bar, Herts EN6 5BA

**Canada Life**

**HYPERION**  
Training

## PROFESSIONAL TUTORS SECURITIES & DERIVATIVES TRAINING

LONDON (CITY)

COMPETITIVE PACKAGE

Hyperion Training Limited is a young dynamic company now firmly established as the leading provider of training for the investment industry.

Due to rapid expansion we are seeking to recruit additional tutors to join our team of professional trainers. Both established tutors and market practitioners with teaching experience will be considered for these positions.

The successful applicants will possess the following qualities:

- Enthusiastic commitment to teaching
- Sound understanding and knowledge of the financial markets
- First-class communication and technical skills

Please write in confidence enclosing full CV to Marcus King at the address below:

Hyperion Training Limited  
4th Floor, 3 London Wall Buildings, London Wall, London EC2M 5PP  
Telephone 071 374 4007 Fax 071 374 4008

**CJA**

RECRUITMENT CONSULTANTS GROUP  
2 London Wall Buildings, London Wall, London EC2M 5PP  
Tel: 071-583 3588 or 071-583 3576  
Fax No. 071-256 8501

Challenging opportunity in a progressive department. Scope to become Director in 4 years.

## ASSOCIATE DIRECTOR - PERSONNEL FINANCIAL SECTOR

CITY OF LONDON

£40,000-£48,000

### LEADING INTERNATIONAL INVESTMENT BANK

We invite applications from candidates, likely to be aged 35-45, with a minimum of 5 years' generalist personnel experience in financial services, ideally in an investment or merchant bank with computerised personnel systems. The responsibilities are wide ranging, including the day to day management of recruitment and training and the resolution of HR issues. There will be the opportunity to contribute to the personnel policy for the UK and Europe. Candidates must be forward looking and have credibility. The powers of persuasion and resilience to take an active role in producing innovative responses to the day to day issues and to developing policy, administrative procedures and systems are essential. Initial remuneration is negotiable £40,000-£48,000 + bonus and full benefits package.

Applications in strict confidence under reference ADP4988/FT to the Managing Director, CJA.

Scope for career development to grow with an AAA rated bank.

Knowledge of German will be a strong advantage.

## SECURITIES

### SETTLEMENTS OFFICER

CITY

£18,000-£24,000

### MAJOR INTERNATIONAL INVESTMENT BANK

Applications are invited from Securities Settlement Officers with at least 12 months' experience aged 20-26 years old. Experience preferably in Euroclear, Cedel and/or Midas. Reporting will be to the Supervisor of Securities Settlements and responsibilities will cover securities settlements broadening into swaps and futures. A full training will be provided if necessary. Initial salary negotiable £18,000-£24,000, subsidised mortgage, pension, life assurance, free medical insurance. Ref: SSO386/FT

## TRAINEE CREDIT ANALYST

CITY

£16,000 - £20,000

For the same client we invite applications from university graduates, german speaking aged 21-23 who will be computer literate. The work will involve analysis of Corporates and Financial institutions both Continental European and U.K. A full training will be provided, numeracy and a deep interest in company analysis is important. Initial salary negotiable £16,000-£20,000, subsidised mortgage, pension, life assurance, free medical insurance. Ref: TCA387/FT

Applications in strict confidence quoting appropriate reference to the Managing Director, ACP

## MARKET MANAGEMENT FINANCIAL INFORMATION

Knight-Ridder Financial, a division of the \$2.6 billion Knight-Ridder Inc., is one of the leading global providers of real-time and archival market news, price information, market analysis and technical analysis tools to the financial and commodities sectors.

With the rapid growth of our business around the globe, new opportunities now exist to enhance our levels of expertise and dynamism in all areas of the financial markets:

### EUROPEAN MARKET MANAGER

Foreign Exchange & Money Markets : Based London

### AMERICAS MARKET MANAGER

Derivatives : Based New York

### EUROPEAN MARKET MANAGER

Sovereign Debt : Based London

In these senior roles, you will be responsible for developing strategies & action plans which will continue to grow our business, and you will also be actively involved with our sales teams in providing clients with the expertise to best utilise our information products.

To apply for these positions you must have at least 5 years experience within the trading room environment covering FX, European Bond Markets and Derivatives with a thorough practical knowledge of analytics and technical analysis trading studies and proven experience in a range of marketing disciplines including business planning, market research and analysis programmes, product positioning, product development and marketing communications programmes.

These are high profile positions in KRF & the industry, and will require an individual with initiative, tenacity, good judgement, strong communication skills and a high degree of self sufficiency.

If you feel you can match up to one of these challenging positions please fax or send your CV (including details of your current remuneration) to:

Sandra Rawlings, Personnel Manager  
KR House, 78 Fleet Street, London, EC4Y 1HY.  
Fax No: +44-71-353-2404



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**FINANCIAL MARKET ANALYSTS**

MMS International is the leading provider of on-line foreign exchange and bond market analysis, read by over 20,000 participants in the financial markets. It offers specialist services carried on Reuters, Telerate and other major real-time financial information systems used in trading rooms around the world.

We are seeking to further develop our analysis of European markets and are, therefore, looking to recruit fundamental market analysts, either with postgraduate economic qualifications or relevant market experience, to join our London based group. Positions are available in both our European bond and global currency teams. The ability to react quickly to lucid analysis in response to market moving events will be key to success in this environment, in addition to maintaining a longer term fundamental view on individual countries' economic and market outlooks. Written and spoken fluency in English and an additional European language are required.

In addition to the above, MMS International have a position available for a Technical Analyst who should have two to three years experience in a foreign exchange environment, preferably using technical analysis in their current position.

These positions offer an attractive salary and benefits package, together with excellent career opportunities in a growing international organisation.

Please apply in writing to:  
Piaua Tindal  
MMS International, 14 Ryder Street, St. James's, London SW1Y 6QB  
FRANKFURT TOKYO LONDON NEW YORK PARIS

**MMS  
INTERNATIONAL**  
STANDARD & POORS

**Opportunity for Returnee to Jordan**

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) wishes to recruit a Senior Auditor (EDP).

The job will principally comprise EDP auditing including evaluation of the operating environment and application systems, technical support for and training of audit staff, analysis and design of computer assisted audit techniques, evaluation of software packages and financial and operational audits.

Essential qualifications include:

University degree in computer science or related field; membership in a professional body of accountants; ten years auditing experience with a mix between EDP auditing/security and financial, operational program auditing; experience with PCs in a LAN and distributed computing environment;

working experience in both the user and computing areas; and experience in training staff.

This senior local staff post in Amman, Jordan, carries an attractive and competitive package of salary and benefits. In certain circumstances, appointment and separation travel may be payable and a limited amount of personal effects may be shipped on certain conditions.

Applications should be addressed to:

The Coordinator  
UNRWA Headquarters Branch (Amman)  
P.O.Box 700  
A-1400 Vienna, Austria  
or fax directly to Amman, Jordan (No. +962-6 826177) not later than 15 August 1994.

**UNITED NATIONS NATIONS UNIES**

**SENIOR CROSS BORDER ADVISORY**

Two senior vacancies exist for "European Mandate getters" covering complex highly structured tax based capital financings, eg aircraft/infrastructure/utilities, etc. Fluent French or German preferred.  
Net £30-£30,000 + high bonuses etc.

**INTERNATIONAL MARKETING - TAX BASED**

A merchant bank seeks high calibre graduates aged 26/30 years with cross border business development experience gained in asset/ aircraft/structured finance. Excellent career opportunity.  
Salary £30-£35,000 + bonuses etc.

**MARKETING UK CORPORATES**

Vacancies exist for graduate bankers aged 26/30 years with sound credit/risk assessment skills and currently in a new business development role, specialising in medium to top 200 UK corporates.  
Salary range £35-£50,000 + benefits.

**OLD BROAD STREET BUREAU**  
Search & Selection Consultants  
65 London Wall, London EC2M 5TU  
Tel: 071-588 3991 Fax: 071-588 9012

**GRADUATES CREDIT ANALYSIS**

A senior banking analyst capable of vetting/recommending high value lending/structured finance proposals. £30-£38,000.

This major leasing company urgently seeks a graduate with experience of asset finance to include credit and cash flow analysis, documentation, pricing, ideally with vendor programmes experience. £30-£35,000.

**EUROPEAN EQUITIES FM**

Large UK group require an additional manager to join two others. The client would like a country specialist who can stock pick in a top down environment. c£30,000.

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Candidates may come from a wide range of backgrounds. While these will include communications consultancy and in-house positions, they may also involve careers in merchant banking, the securities industry or the media. Intelligence, and a high degree of written and verbal skills are prerequisites, together with a desire to participate in the growth of a business.

Grandfield offers all its staff a performance-orientated remuneration package which at the highest level may include access to equity.

If you want to help build on our initial success, please write to:  
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For an initial discussion in confidence please contact us quoting reference 4967 at 20 Cousin Lane, London, EC4R 3TE. Telephone 071 236 7307, or Fax 071 489 1130.

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## ACCOUNTANCY COLUMN

# Creative catch from Atlantic's muddy waters

Andrew Jack on a report that highlights one of the most extraordinary corporate episodes of the 1980s

The story of Atlantic Computers began with all the continent-bringing energy that the name of the company implies, and ended up unmercifully drowning directors, investors and advisers alike.

Last week's highly critical report from Department of Trade and Industry inspectors (an investigation itself costing a gargantuan £6.5m spread over four years) highlights one of the most extraordinary corporate episodes of the 1980s.

Atlantic was founded in 1975 to provide leasing, lease-financing, broking, and the sale of computers. It would order computers, arrange lease terms and sell them to customers with benefit of leases. It was floated in 1983, and by 1988 was gobblled up by British & Commonwealth, the listed financial services group, for £495m. Two years later, both Atlantic and its new parent had collapsed.

Including additional money injected since 1988, B & C had made an investment of £495m – or nearly half of its assets – by April 1990, when it was rewarded by the suspension of its shares and the appointment of administrators.

Between 1983 and 1988, Atlantic had reported aggregate pre-tax profits of £127.6m. According to the DTI's two inspectors, had it been accounting prudently, it would have reported no significant profits at all.

The inspectors conclude: "Throughout its life Atlantic employed a number of commercial and accounting devices to increase its reported profits and postpone impact of its contingent liabilities".

The root cause of Atlantic's prob-

lems, they argue, was a simple business one: the lack of commercial viability of its core product, known as Flexlease. The company was able to keep these troubles concealed by the way in which it accounted for profits and failed to make provision for the contingent liabilities it incurred.

From the late 1970s till the mid 1980s, accounting rules and capital allowances in the UK "were favourable for leasing as opposed to other forms of financing", as the inspectors euphemistically put it.

Flexlease offered a six-year lease, with the scope for two options: "flex" (allowing renegotiating for a new agreement after three years) and "walk" (to terminate the lease after five years). The options gave rise to large potential liabilities.

The inspectors say that Atlantic's directors counted on the gross liabilities of the leases being reduced by earnings on replacement leases.

Future profits were anticipated to cover current losses which were not provided for in the accounts.

This was, they say, "an unsound basis for a long-term business". It was only viable if there was a sound basis for believing that the future residual value of returned computer equipment would at least equal the cost of meeting the outstanding lease obligations at the flex and walk points in the lease. The past pattern of depreciation suggested otherwise.

The inspectors say there was also "an element of commercial deception" inherent in the arrangement. The walk option was a clear obligation, but the flex option was worded in a way to apparently suggest there were

contractual rights to exchange equipment when these were probably legally unenforceable.

So Atlantic reported the gross margin in full as profit in the year each lease was sold. It made no advance provision for potential liabilities attached to the flex or walk obligations. It also offered no disclosure of the walk obligations in the accounts, while the flex obligations were noted but their magnitude not included.

These two elements rendered Atlantic's accounting policies "imprudent", and meant that the accounts were not "true and fair" at least since 1983 and possibly since the commencement of the company. It was, in short, able to report substantial, fast-growing profits while large potential liabilities were built up but not disclosed. By early 1988 the gross potential (and unrecorded) liabilities of the walk options were £150m.

The report suggests that the Atlantic directors also indulged in a catalogue of other creative accounting devices. They reported as profit the estimated value of residual interests in leased computer equipment. They used "artificial" routes to justify the accounting for the acquisition of two businesses, ICA and Comcap, and created a company with inadequate records for monitoring.

Atlantic postponed its contingent liability problem through a wide range of techniques. It adjusted the treatment of its own-book leases financed by hire purchase. It used two ways to generate incorrect accounting for transactions close to the year-end. First, it mismatched revenue and costs by failing to record all costs

connected with a transaction in the year in which they were reported and by backdating transactions. Second, it employed duplicate acceptance notes on leases, with the date left blank or typed in after customer signatures.

Between 1981 and 1988 it made five prior year adjustments, "the common theme being a resulting benefit to reported profits", as the inspectors say: through stock adjustment, changes to "unsound" or "illegitimate" accounting policies.

When the size of Atlantic's liabilities emerged in 1988, the directors decided not to tell the auditors. Internal memos also suggested that they were worried that a switch to another firm of auditors might reduce the "flexibility" adopted by Spicer.

The inspectors say that Spicer, in turn, failed to develop a sufficiently deep relationship with the company.

The firm had unrestricted access to the company's records, and should have been aware of scale of the walk clauses. Instead it seemed prepared to accept the directors' assurances that no more than 5 per cent of the lease contracts had such clauses. The true figure was nearer to 90 per cent in some years.

The inspectors suggest that Spicer provided weak auditing which allowed Atlantic's accounting to go unchecked. There were numerous deficiencies in planning for successive audits, and shortcomings in carrying out the work.

It will be intriguing to see if any disciplinary actions follow from the Atlantic debacle. It will be still more interesting to see whether the profession and business heeds its lessons.

Deloittes – supported its existing stance, and their views were used to bolster its position.

The company clearly put considerable pressure on Spicer and Pepler, its auditor from 1983 till 1988, and now part of Touche Ross. At one point in 1982, a draft report from Spicer, which included the comment "there exists a contingent liability", was amended in the final version to read "there exists a possible contingent liability" with additional wording that no such actual liability existed.

As a Board member, you will make a major contribution to the strategic direction of the business. As one of the management team you will be expected to provide financial and commercial leadership in the day to day operations, with specific responsibility for the finance and IT functions.

You will be aged 35-45 and a graduate ACA or ACCA. It is essential that you have at least ten years post-qualification experience, five of them in a senior operational role. Experience in the catering industry is not a prerequisite but you must be able to demonstrate career progression in a results-orientated service environment. Our client expects technical competence and commercial awareness. Detailed knowledge of computerised accountancy and administrative systems is essential; M & A experience and a working knowledge of French would be advantageous.

If you believe you have the enthusiasm to contribute to this growing company, please write quoting ref. FT200 enclosing full personal, career and salary details to: Suzanne Dobinson, Management Consultancy Division, Robson Rhodes, 186 City Road, London EC1V 2NU.

## Financial Director

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Our client, a recently acquired subsidiary of a leading French Service Group with extensive UK interests, specialises in providing high quality contract catering services. Current turnover is in excess of £20m and, although the majority of its clients are City institutions, the company is rapidly expanding its national presence. The company is building a new management team to formulate and achieve future corporate objectives.

As a Board member, you will make a major contribution to the strategic direction of the business. As one of the management team you will be expected to provide financial and commercial leadership in the day to day operations, with specific responsibility for the finance and IT functions.

You will be aged 35-45 and a graduate ACA or ACCA. It is essential that you have at least ten years post-qualification experience, five of them in a senior operational role. Experience in the catering industry is not a prerequisite but you must be able to demonstrate career progression in a results-orientated service environment. Our client expects technical competence and commercial awareness. Detailed knowledge of computerised accountancy and administrative systems is essential; M & A experience and a working knowledge of French would be advantageous.

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Candidates must be qualified, have a good degree, possess a high level of inter-personal skills, and should be commercially-minded with sound understanding and experience of financial controls and analyses.

To apply, please send full personal and career details, including current salary to: Mr Dinesh Upadhyaya, Finance Director, Saga Holidays Limited, The Saga Building, Middlebury Square, Folkestone, Kent CT20 1AZ.

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### BBC HEAD OF FINANCIAL ACCOUNTING

c.£37,000

West London

This is a key position in Services Division which supports BBC programme-making, production resources, engineering and the corporate centre. Services provided cover a broad range of activities, many are contracted out and all are subject to market testing or face external competition.

The Division, which has a budgeted turnover for 1994 of £180m, provides the full range of accounting services for the 10 business units making up the division.

Applicants for this challenging position should be:

- Qualified accountants with a minimum of 5 years PQE in industry/commerce.
- Commercial in outlook, with high level leadership, presentation skills and demonstrable line management experience.
- Ambitious, interested in problem solving and capable of building relationships in an environment of change.

The BBC is an equal opportunities employer.

In the strictest confidence, please contact Nick Leather at Antony Dunlop Associates, Financial Recruitment Consultants, Hanover House, 73/74 High Holborn, London WC1V 6LS. Telephone 071-430 2220, fax 071-404 2199.

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**THE ROLE**

- Managing substantial assignments related to the business, operational and financial performance of blue-chip banks and building societies. Working with clients at Board level to develop pragmatic business solutions and manage their implementation.
- Key member of the team identifying and developing new business opportunities, determining future strategy and positioning for the practice and developing and introducing new performance management techniques.
- Responsibility for other varied assignments, for example, transformation of under-performing businesses, modernisation plans for financial institutions in Eastern Europe and development of world-class financial management practices.

**THE QUALIFICATIONS**

- Late 20s - early 30s graduate. Real evidence of exercising initiative and analytical rigour to achieve performance improvement and enhanced business effectiveness.
- Probably CA or MBA qualified with expertise in management reporting and financial management. Currently in an influential position in a leading bank, corporate or consultancy.
- Self-starter with the interpersonal and communication skills to gain credibility at all levels. Clearly ambitious and capable of rapid progression to partner level. Preparedness to travel extensively, including internationally.

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**THE ROLE**

- Responsible to the MD for full spectrum of financial management for the core UK businesses. Act as principal channel in financial reporting for diversified businesses, liaising extensively with European HQ.
- Manage and develop an established and experienced team responsible for Information Technology, Tax and treasury and the business unit finance functions.
- Support the UK management in enhancing margins in existing businesses and provide financial counsel on business development opportunities through JVs and acquisitions.

**THE QUALIFICATIONS**

- Resolute and resourceful graduate accountant, aged 35+ with senior line experience from a major international commercial/marketing-led business with a strong pharmaceutical or consumer focus.
- Clear-thinking leader with high intellect, credibility and maturity. Creative supporter of change. Strong negotiator familiar with complex pricing issues, ideally involving a regulatory framework.
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**Financial Controller**

**Northern Home Counties**

Our client is the UK subsidiary of a highly successful publicly quoted US Group, engaged in direct sales of branded products to the hi-tech industry. With operations spanning most of Western Europe as well as the US, the impending launch of new ventures is expected to add substantially to what is already impressive growth record. This success is attributable to a combined strategy of aggressive product marketing and tight financial and operational control.

As a result of continuing expansion, the UK company is now able to offer a unique opportunity to an ambitious qualified accountant. Reporting to the Managing Director and supported by a team of staff, responsibility will encompass the overall management of the finance function, including all key result areas, reporting requirements of the US parent, credit and cash management and all financial planning and analysis activities. As an integral part of the management team, the position will afford significant commercial exposure in a business where effective control of inventory, product margins and operating costs are crucial to success.

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**FINANCE DIRECTOR - UK SPECIALIST SERVICES GROUP**

With the recession behind it, this progressive Service Group with a well known and respected name is poised to take the next stages in its UK and international development.

With sound financial management in place, it now requires a well qualified and experienced accountant to strengthen this management still further through the appointment of a Finance Director for its UK operations.

Reporting to the Group Finance Director, the UK Finance Director will be a member of the UK subsidiary Companies' Boards. The role is responsible for managing the UK accounting and financial functions, the budgeting process as well as the business and information systems.

A key aspect is the ability to maintain excellent financial controls particularly for cash management whilst providing timely management and financial information and direction to the rest of the UK management teams and contribute significantly to the development of their strategic plans.

The post also demands the ability to supervise the preparation of Group management accounts as well as the consolidated statutory accounts.

Ideally the candidate will be of graduate calibre with a minimum 8 years experience in managing a total finance accounting and IT function, preferably in a high volume commercial environment. Plc experience, including acquisitions, will also be helpful.

A strong pro-active work ethic is essential as is a positive persuasive personality.

Career prospects and rewards are excellent.

In the first instance send a full CV to Bob Gunning, Austin Knight UK Limited, Knightway House, 20 Soho Square, London W1A 1DS. Please quote reference A514.

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**£ 50k package + bonus**

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This £10m turnover distributor is in the enviable position of having achieved sustained profitable growth in computer markets which offer immense potential into the twenty-first century.

Reporting to the Managing Director you will be responsible for all the day to day activities of the business excluding sales and marketing. You would be one of a small number of contenders to succeed the Managing Director when he retires.

As the role includes the financial management of the business you must be a qualified accountant. Ideally also a graduate in a technical discipline and aged under 40,

**£50,000 PACKAGE**

your post finance career will have been in operational management leading to higher ambitions into ultimate general management. Strong systems literacy plus commercial breadth are indispensable, as is the ability to be a decisive part of a successful management team.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to David Owens, Coopers & Lybrand Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JT quoting reference D486 on both envelope and letter.

**BBC**

**London**

**Competitive Salary**

## IT Project Director

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**THE ROLE**

- Responsible for defining and agreeing the project scope and objectives with the Project Board, comprising senior user and IT management. Developing detailed project plans and monitoring performance against them.
- Managing the selection and allocation of resources, both internally and externally. Ensuring that appropriate controls are in place to manage risk and meet agreed targets in terms of time, cost and quality.
- Maintaining clear and open lines of communication between all interested parties inside and outside the Corporation. Resolving conflicts and overcoming obstacles to maintain the project's momentum.

**THE QUALIFICATIONS**

- Demonstrable track record of managing large IT projects in an organisation with multiple business units and diverse user groups, gained either as an IT project manager or as a consultant with a leading systems integrator.
- Exceptional intellect and communication skills, combined with a high degree of political sensitivity. Strong leadership and management ability capable of motivating a team of users, IT specialists and external personnel.
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**Operational Review Manager**

**West Midlands**

**Package to £50,000 + Car**

Our client, an international group has expanded rapidly by both acquisition and organic growth. Internal restructuring, and a strengthening within its finance function, has led to the need to recruit a high calibre manager to initiate the creation of an operational review function.

The task of the department will be to help improve business performance in the Group's operations throughout the UK and abroad. The role will be both challenging and diverse encompassing key business reviews with requirements for travel within the UK and overseas. Significant emphasis will be placed on the ability of

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**Systems Accountant**

**North London**

**£ 32,000 + Car + Bens**

Following a comprehensive review of group activities, our client has recently announced a significant improvement in trading performances. A strategy of branch rationalisation and refurbishment in conjunction with rigorous financial control has enabled the group to confirm its status as a major player in the highly competitive and challenging retail sector.

The repositioning of the UK business has focused attention on the need to develop sophisticated systems in relation to areas such as Buying and Merchandising, Inventory Management and Financial Control. The recruitment of a Systems Accountant capable of forming an interface between these functions is regarded as a key strategic appointment within the organisation.

Your brief will encompass:

- the implementation of various software packages including Merchandising and Buying, Purchase Order Management;
- full responsibility for a suite of financial applications;

Experience within the retail industry and/or knowledge of JBA and AS 400 systems would be a distinct advantage.

Interested applicants should write enclosing a comprehensive curriculum vitae and daytime telephone number to Nigel Milford, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH, quoting ref: 190634.

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**Michael Page Finance**  
Specialist in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
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# Project Accountant

c£30,000 + bonus + car  
West London

This client is an international marketing services group, which in three years has established itself organically in 15 countries in Europe and the Far East and has achieved a turnover of £50 million. The Group is strongly capitalised, profitable and cash positive.

The dynamic management of the business and the geographic spread continually create a wide variety of special projects which will be the responsibility of a Project Accountant who will report directly to the Group Financial Controller. The range of projects will develop along with the individual's understanding of the business and will include specific exercises on margins and prices, warehouse and physical inventory controls, promotional profitability studies and costing exercises. Achievements will be tangible, visible and recognised.

Applicants should be qualified accountants in their mid/later 20's with about 2 years post qualification experience in a Big 6 firm or in industry who can combine flexibility and adaptability with high standards of professionalism. A versatile self starter is required with strong presentation skills who can identify with a sales orientated open culture business. Some overseas travel will be required.

Please reply in confidence quoting Ref L566 to:

Brian H. Mason.  
Mason & Nurse Associates.  
1 Lancaster Place, Strand,  
London WC2E 7EB.  
Tel: 071-240 7805.

**MASON & NURSE**  
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## Business Development

In a Fast Growing, Diverse International Group

London

Our client is a major French group with a worldwide turnover of over \$16 billion. In the UK, its varied businesses already generate over \$1.2 billion and it is actively seeking to develop existing or new areas of business opportunity. Prime areas of current interest are the private sector management of public utilities and business services.

As part of the UK operation's growth strategy, we are seeking a young, exceptional individual with around five years' experience of business analysis, acquisition and corporate investment, to join a small business development team. The role will be varied, combining on-going research and analysis activities with independent day-to-day responsibility for business development projects, from conception through to negotiation of contracts. This will involve frequent high level contact with key managers

in the UK business, as well as those in the French parent and the Group's professional advisers.

The successful candidate will be a graduate, probably aged 26-33 with a professional accounting qualification and/or MBA. Fluent French is essential as is the flexibility to work simultaneously between different industry sectors. A high level of energy and commitment combined with sound commercial judgement are further prerequisites.

This is a rare opportunity to join a rapidly developing group of businesses offering wide-ranging career opportunities both internationally and in the UK.

Please write with full career and salary details, quoting Ref: A54E91, to Paul Carvillo, MSL International Limited, 32 Aybrook Street, London W1M 3JL.

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## Finance Director

Quality Retail Sector

c£50,000 + Bonus + Benefits London

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A new Finance Director is now sought to play a key role in this development. Responsibilities will include full financial management and liaison with the parent company. Particular emphasis during the early stages will be on PC based systems implementation covering merchandising and financial systems.

You will be a qualified Accountant, probably in your early 30's with financial management experience at a senior level

within a retail or fast moving service sector background. PC based systems experience is essential as is familiarity with budgeting and forecasting. A background of working at the centre of a plc would also be useful. In particular you will be ambitious, tough and keen to see yourself closely involved with the development of this company in the future.

Please send CV and covering letter outlining your attributes for this role and quoting reference number A/1473 to Alannah Hunt at:

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Candidates for the Operational Review team need not necessarily be qualified but are likely to be ACA/CIMA with relevant experience; for the EDP team, graduates with a background in data processing or computer audit is essential. The excellent salary package includes mortgage subsidy, relocation assistance and other banking benefits, whilst the career prospects are superb. Other departments worldwide view the teams as a source of high-calibre candidates with strong business acumen for management positions in operational management, finance, treasury and other business areas.

Interested applicants should send or fax their CV quoting ref 075 or contact us on 071 329 4649, or during the evening and weekends on 081 467 1408.

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The position

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## COMMODITIES AND AGRICULTURE

**Big Gatt 'winners' on the look-out for backsliding**

Having already seen some of the 1992 Blair House provisions pared back, Australian farmers fear there may be more dissipation of benefits before the Uruguay Round deal is implemented, writes Nikki Tait

**A**ustralia's farm sector has been touted as one of the big winners from the settlement of the General Agreement on Tariffs and Trade. For many products, the country is an efficient, low-cost producer. It would, therefore, seem a natural beneficiary of free trade.

To hear local farmers talk, however, no one would believe it. They have already seen some of the 1992 Blair House provisions pared back. Now the fear is that more dissipation will follow during the long period leading up to the full implementation of the Uruguay Round settlement.

Potential environmental obligations, which reflect Europe's confined habitat and are less applicable to Australia's vast expanses, or manipulation of base levels from which subsidy reductions will be calculated are just some of the issues cited.

"It's all very nice, what's happened - but now we've got to watch how it's executed," says Mr Bob Lawrence, at the New South Wales Farmers' Association.

Mr Graham Barron, a grain-farmer from Ungarie, is even blunter. "The spirit of Gatt should be adopted immediately, yet stocks are being dumped, even now, by the US and Europe," he alleges. "The lead-in will be bumpy and we're not going to get immediate remedies."

The much-cited headline figure for the benefit of the Gatt agreement to Australia's farm sector is a \$A300m-\$A31m boost to annual agricultural exports.

Set alongside total rural exports, excluding processed food of \$A9.72bn in 1992/3, this is plainly an impressive number.

It should be treated with some caution, however. The estimate comes from two separate econometric models,

present. Thirdly, the requirement that domestic support funds - that is, government funds which are used to subsidise farm production and incomes - be cut by a fifth should also help to address the problem of overproduction. That, at the very least, should

relief when the European Union reaffirmed the Andriessen Assurance, an undertaking given by the former European Community agriculture commissioner, Mr Frans Andriessen, that the EC (now known as the EU) would not export subsidised beef to North Asian

markets of considerable value to Australia.

In large part, farmers' representatives agreed: "Improvements in market access will deliver considerable gains to farmers," commented Mr Graham Blight, president of the National Farmers Federation. Even on December 15, however, reaction from the farming sector was less than euphoric, with negotiators expressing concerns over some of the last-minute additions to the deal.

**M**r Philip Eliason, then deputy director of the National Farmers Federation and closely involved with the Gatt talks, says that haggling over the timing and starting-dates for adjustments to export subsidies, and the extension of the period during which the so-called "peace-clause" could protect subsidisers from Gatt action, were both big negotiations.

These were elements which will set back the delivery date

of benefits to the Australian farming sector," he comments.

At farm level, reaction to the Gatt deal has been even more equivocal, and varies significantly according to the type of agriculture involved. Even cattle farmers are cautious. Mr Frank Austin, a cattle-producer from Adelong, who has some 400 breeding cows on a 1,400-hectare property, acknowledges that his industry will see some real gain from the enhanced market access but thinks that Australian farmers will have their work cut out trying to maximise the opportunities.

"I see the agreement as an advantage. It's formalised the Andriessen Assurance, which was previously only a verbal agreement, and we will get increased access to the US. I guess the rationalisation of production in Europe will also reduce the pressure worldwide," he says.

But there still needs to be a very serious emphasis on quality in Australia, and we need to reduce processing costs. We need to address freight and non-farm costs. We need to look at the international marketplace and be aware of what we're producing and for whom. We must be far more targeted."

For grain-farmers, like Mr Barron, the agreement is also a plus, but falls way short of aspirations.

"A few years ago, we had really low commodity prices

even further."

**The spirit of Gatt should be adopted immediately, yet stocks are being dumped, even now, by the US and Europe'**

employed by the Australian Bureau of Resource Economics, a government forecasting agency, and by the Industry Commission, the statutory authority that advises federal government on assistance to the private sector.

In both cases, the A\$1bn figure applies only when the provisions of the Uruguay Round are fully implemented - that is, after 2001. Moreover, while the models differ in their general scope, both look only at the "marginal" change to exports at current farm prices.

They do not attempt to estimate what the value of additional exports will be at prices ruling in the year 2002, what new competition might enter the market, and so on.

These caveats aside, the models anticipate that the gains will come from three sources. First, there will be a reduction in subsidised exports from the US and European Union. Secondly, there is the promise of improved access to markets which are protected at

stabilise world prices generally, and could push them higher.

According to the Abare model, all sectors of the Australian farm sector stand to get some benefit. But the gains will not be spread evenly. In absolute terms, the biggest winner is the beef industry, where producers can expect to receive a \$A340m annual export boost by the end of the six-year implementation period. Next comes the wheat industry, which should see a further \$A250m-worth of exports. The dairy industry is forecast to enjoy a \$A125m benefit; coarse grains, \$A90m; sugar, \$A40m; rice, \$A25m; and sheepmeat, perhaps \$A20m.

Not surprisingly, Australian politicians crowded when the deal was finally struck on December 15. Mr Paul Keating, the prime minister, said his country would benefit from "enhanced market access and more predictable market conditions". Trade officials, meanwhile, signed with particular

gusto: "The spirit of Gatt should be adopted immediately, yet stocks are being dumped, even now, by the US and Europe'

markets of considerable value to Australia.

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These were elements which will set back the delivery date

**Bumper Queensland sugar output set to topple Cuba from pole position**

Australia is set to become the world's biggest raw sugar exporter this year, with a high sugar content cane crop in Queensland expected to push output beyond the forecast 4.4m tonnes, reports Reuters from Brisbane.

The state's sugar output is

likely to rise to over 4.6m tonnes according to the Cane-growers group.

Mr Ian Ballantyne, Cane-growers general manager, said that the signs after a month of harvesting indicated that the record crop of 32m tonnes of cane had above average sugar

content and would beat earlier sugar production forecasts.

"We have seen around a 10 per cent increase in the actual size of crop but about 15 per cent increase in the content of sugar," he said. "We definitely have 4.4m tonnes of sugar there but probably more."

Australia is hoping to take the number one position this

year with a third successive good crop and with Cuba's sugar production falling to about 4m tonnes.

Last year Queensland produced 4.02m tonnes of sugar with the only other growing state, New South Wales, producing its annual average of

around 200,000 tonnes.

"There is just no question that the 1994 growing season will produce a very good crop of sugar after a bit of a ragged start," Mr Ballantyne said.

So far, only about 20 per cent of the country's crop has been harvested.

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"There is just no question that the 1994 growing season will produce a very good

## LONDON STOCK EXCHANGE

## MARKET REPORT

## Treasury report helps calm interest rate nerves

By Terry Byland,  
UK Stock Market Editor

The favourable tone of the UK Treasury's monthly report calmed nerves on interest rate prospects in the London stock market yesterday, and the FT-SE 100-share Index recovered more than 10 points in a determined attempt to regain the 3,100 level. The market was given a lead by strong gains in water industry stocks following an unexpectedly favourable pricing review from Ofwat, the industry regulator.

A new bid from J Sainsbury for William Low saw shares in the Scottish supermarket group immediately outstrip the terms as speculators anticipated an aggressive response offer from Tesco, the original bidder.

At the day's best the FT-SE 100

was above 3,097, before closing at 3,065.9 for a gain on the session of 13.6. The September Fotsite futures contract returned to a good premium, trading comfortably above 3,100 at the markets closed.

Equities moved uncertainly in the early part of the session, easing at first with other European markets and then losing most of an 11.6 gain on the Fotsite. But a steadier trend in the pound and sterling futures had already calmed nerves to some extent when the UK Treasury commented that all the latest data indicated steady economic growth, with no sign of input pricing pressures.

Securities markets responded cautiously at first but gathered confidence in the second half of the session, helped by a brief upturn in British government bond prices.

A firm start on Wall Street, where

the Dow Jones Industrial Average was 12 points ahead in UK hours, reinforced analysts' perceptions that global equities still have further to run before interest rate pressures become negative.

The strength of the water sector overflowed into the electricity stocks, which hoped for a similarly favourable regulatory climate to prevail in the power industry. The market had no immediate guide as to the implications of the rejection of Ofwat's ruling by South West Water.

Heavy turnover in William Low shares as they topped the Sainsbury offer reflected the market view that Low's pivotal position in Scottish markets will not be taken over without a battle between the two monarchs of the industry.

The final picture across the Foot-

sie range was more mixed than the gain in the Fotsite index suggested. Dollar stocks, including Glaxo, BAT Industries, RTZ and Reuters Holdings, were strong, and ICI moved forward after disclosing satisfactory first-half results, although with no change in the dividend payment. Oil shares were firmer in response to the dollar and the continued strength of crude oil prices.

There was no great response from retail and consumer stocks to the easing of interest rate concerns. Banking shares continued to move confidently towards the profits reporting season, to be opened this morning by Lloyds Bank, and brushed off weakness in bank stocks in Germany in the wake of interim figures from Commerzbank and Deutsche Bank.

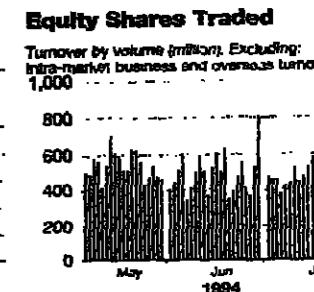
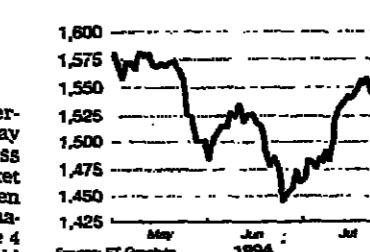
In general, however, strategists

were wary of expressing optimism ahead of the report today of the US second-quarter gross domestic product statistics. Market forecasts for GDP growth have been moving higher all week, and analysts now warn that growth above 4 per cent would revive all the old fears of action by the US Federal Reserve.

Seas volume increased to 657m shares, from 598m in the previous session; on Wednesday, retail business was worth £1.6bn, indicating that the interest rate worries dominate that session had inspired some selling pressure.

But non-Fotsite stocks were more active yesterday, making up nearly 58 per cent of the day's business. The FT-SE Mid 250 Index gained 9.9 to 3,624.8 as investors continued to search out growth stocks.

## FT-SE-A All-Share Index



## Key Indicators

Indices and ratios	May	Jun	Jul	1994	1993	% chg
FT-SE 100	3095.9	3136.8	3106.0	+13.6	2890.1	+3.1
FT-SE Mid 250	3642.8	3684.0	3642.8	+8.8	3454.7	+18.4%
FT-SE A 350	1563.1	1563.1	1563.1	+0.2	1503.0	+15.0%
FT-SE All-Share	1560.80	1564.80	1564.80	+2.6%	1516.64	(8.6%)
FT-SE All-Share yield	3.63	3.64	3.64	-0.3%	3.64	-2.2%

## Best performing sectors

1 Water	+4.4	1 Distribution	-0.9
2 Tobacco	+1.6	2 Transport	-0.5
3 Banks	+1.3	3 Engineering, Vehicles	-0.4
4 Utilities	+1.0	4 Merchant Banks	-0.4
5 Extractive Inds	+0.9	5 Retailers, Food	-0.3

## Worst performing sectors

1 Water	-0.9
2 Transport	-0.5
3 Engineering, Vehicles	-0.4
4 Merchant Banks	-0.4
5 Retailers, Food	-0.3

## Tesco riposte predicted

The bid battle in the food retail sector is expected to take a further twist, perhaps today, with Tesco widely predicted to counter yesterday's £210m bid from J Sainsbury for William Low, the Scottish retailer.

Analysts were united in the belief that Tesco would return to the fray three weeks after making an agreed £154m offer for Low. A fresh bid of 350p a

share was being mooted in the market, a move which would severely test Sainsbury's staying power in the battle for the Dundee-based grocer. However, others suggestions were of a more cautious 325p a share response. Sainsbury's cash bid is worth 305p a share.

Low shares surged forward on the early morning Sainsbury announcement, reflecting the market's instant assumption that Tesco would respond. They closed 44p ahead at 324p, with turnover a record 11m. Trading in Tesco was also heavy. The shares retreated 7p to 238p on turnover of 15m, while Sainsbury added a penny at 411p on volume of 4.3m.

## Waters up strongly

Ofwat, the water regulator, delivered the review many in the market were hoping for and sent water shares surging forward as utility specialists upgraded profits and dividend forecasts.

Ofwat's recommendation on the "K" factor – the amount the water companies will be able to raise their prices above the rate of inflation – came in more or less in line with market expectations, with a lower than expected figure for capital expenditure over the next 10 years. Other issues, such as rates of return and dividend growth, were also considered

to be leniently treated in the report.

Traders said there were hefty gains from the outset, with good buying support being maintained throughout the session. Among the perceived key beneficiaries of the report, Northumbrian jumped 30 to 527p, Southern 33 to 588p, Anglian 24 to 549p, North West 30 to 553p, Welsh 30 to 583p and Severn Trent 33 to 572p, with turnover there hitting 7.3m, the second highest recorded. It was a similar story at Thames, where volume reached 9.6m as the shares raced forward 24% to 515.4p. South West, the only company to appeal against Ofwat's find-

ings, was also the only weak spot in the sector, losing 12 at 517p on busy volume of 3.3m.

Analysts upgraded forecasts for real dividend growth in the sector from around 2.5 per cent to 4 per cent per annum, to reflect the move of the bulk houses moving to 5 per cent. Hoare Govett predicted a further 10 per cent upside for shares, with strong recommendations on Welsh, Thames and Severn Trent. But NatWest Securities sounded a slight note of caution. Mr Andrew Wheeler at the securities house said: "Some companies might struggle to maintain aggressive dividend growth above the market rate."

## TRADING VOLUME

## Major Stocks Yesterday

Vol. Change Day's

000s £000s

## EQUITY FUTURES AND OPTIONS TRADING

A squeeze in stock index futures helped to reverse an initial decline as turnover in the derivatives returned to meagre levels, writes Joel Kibazo.

## FT-SE 100 INDEX FUTURES (LIFFE) £25 per full Index point (APM)

Open Sett Price Change High Low Est. vol Open Int.

Sep 3091.0 3103.0 +16.0 3110.0 3103.0 11468 52956

Dec 3113.0 3113.0 +16.0 3109.0 3103.0 3693

■ FT-SE MID 250 INDEX FUTURES (LIFFE) £10 per full Index point

Sep 3650.0 3640.0 +5.0 3650.0 3650.0 1 4489

■ FT-SE 250 INDEX FUTURES (OMX) £10 per full Index point

Sep 3640.0 3640.0 636

At open interest figures are for previous day. \*Excludes volume shown.

## FT-SE 100 INDEX OPTION (LIFFE) £10 per full Index point

Open Sett Price Change High Low Est. vol Open Int.

Sep 3095.9 3082.3 3106.1 3107.5 4.04 6.80 76.70 76.15 1161.63

Dec 3103.0 3102.0 3103.0 3103.0 5.38 5.68 21.17 21.01 1348.71

■ FT-SE MID 250 INDEX OPTION (OMX) £10 per full Index point

Open Sett Price Change High Low Est. vol Open Int.

Sep 3645.1 3633.0 3641.1 3624.0 3.54 6.15 19.71 19.52 1347.44

Dec 3651.0 3649.0 3651.0 3651.0 5.29 6.54 17.57 17.50 1320.21

■ FT-SE 250 INDEX OPTION (OMX) £10 per full Index point

Open Sett Price Change High Low Est. vol Open Int.

Sep 3652.0 3640.0 3640.0 3640.0 5.25 4.71 20.26 20.35 1322.27

■ EURO STYLE FT-SE 100 INDEX OPTION (LIFFE) £10 per full Index point

Open Sett Price Change High Low Est. vol Open Int.

Sep 3205.0 3205.0 3205.0 3205.0 3.98 4.32 15.17 15.00 11468.74

■ EURO STYLE FT-SE MID 250 INDEX OPTION (OMX) £10 per full Index point

Open Sett Price Change High Low Est. vol Open Int.

Sep 3205.0 3205.0 3205.0 3205.0 3.98 4.32 15.17 15.00 11468.74

■ FT-SE Actuaries All-Shares

Open Sett Price Change High Low Est. vol Open Int.

Sep 3161.65 3160.65 3163.77 3163.77 4.04 5.00 20.25 20.25 1121.32

■ FT-SE Actuaries Share Indices

Open Sett Price Change High Low Est. vol Open Int.

Sep 3162.82 3162.82 3162.82 3162.82 4.04 5.00 20.25 20.25 1121.32

■ The UK Series

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25 3171.25 4.04 5.00 20.25 20.25 1121.32

■ FT-SE 100

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25 3171.25 4.04 5.00 20.25 20.25 1121.32

■ FT-SE 250

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25 3171.25 4.04 5.00 20.25 20.25 1121.32

■ FT-SE 350

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25 3171.25 4.04 5.00 20.25 20.25 1121.32

■ FT-SE 500

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25 3171.25 4.04 5.00 20.25 20.25 1121.32

■ FT-SE 1000

Open Sett Price Change High Low Est. vol Open Int.

Sep 3171.25 3171.25 3171.25







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## MARKETS REPORT

**Futures take fright**

A further sharp fall in sterling futures, on fears of an interest rate tightening, dominated markets yesterday, writes Philip Gavith.

Volumes were very large, with both the September and December eurosterling contracts trading over 50,000 lots. The December contract settled 13 basis points down at 93.54, showing that the market is discounting short term rates of 6.5 per cent by the end of the year, compared to 5.25 per cent presently.

Most analysts agree that the market is not reflecting economic fundamentals, but investors have been scared into selling by the poor sentiment in the market. The pattern of options activity suggests that many investors sold against their better judgment.

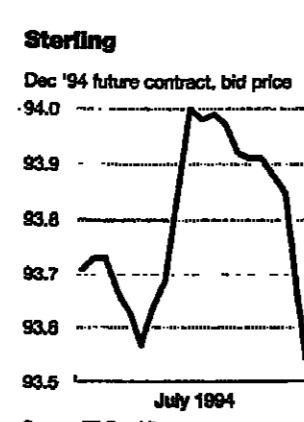
Activity on the foreign exchanges was fairly subdued, with the lire still dominating most of the headlines. Worries about the possibility of the government falling saw the currency fall to an 18 month low of L1,011.50 against the D-Mark before recovering to close in London at L1,016.

A firm Treasury bond market, and short-covering ahead of today's second quarter GDP figures, and the weekend trade talks with Japan, helped the dollar rise. Yesterday evening it was trading at Y99.50 and DM1.658.

The trade weighted sterling index finished slightly firmer at 78.8 from 78.6, while the D-Mark was fairly steady in Europe. The French franc ignored a cut in the intervention rate to 5 per cent from 5.10 per cent to finish at FFr31.45 against the D-Mark from FFr31.17.

Dealers were mystified by the bearish interest rate sentiment which has seen the December short sterling contract shed 34 basic points in two days without any new information to trade off.

Sentiment remained very nervous and the market was awash with rumours. At various times, a gilt-edged market maker, a merchant bank and a clearing bank were all rumoured to be in trouble. The market also seemed unable to shake off the strange tale of



Source: FT Graphics

\$ POUND IN NEW YORK

Jul 25	Latest	- Prev. close
2 spot	1.5330	1.5337
1 mn	1.5291	1.5294
3 mn	1.5279	1.5216
1 yr	1.5214	1.5274

the nameless Tory Euro MP alleged, on Wednesday, to have called for higher interest rates.

No explanation was offered as to why this should have interested the market, save that it came the day before the monthly monetary meeting between Mr Kenneth Clarke, the chancellor, and Mr Eddie George, the governor of the Bank of England.

Mr Nick Parsons, treasury economist at CIBC in London, described the short sterling move as "wholly out of line with the likely prospect for interest rates." He added that only once in the last 18 years had rates been raised in August, and that was in 1987, just ahead of the stockmarket crash.

Commenting on the movements in eurosterling, Mr Richard Phillips, analyst at brokers GNI, said: "A lot of people who were sitting on positions perceived the risk of a rate hike and were forced to liquidate their positions against their better judgment."

Two bits of evidence support this conclusion. First, the large volume in the September contract. Traders normally trade in the most liquid contract, currently December. The large volumes in September suggests some in the market see a greater risk in the short term of a rally rather than a fall.

Analysts said the firm dollar reflected technical rather than fundamental factors. The US currency was trading at DM1.5880 in the New York afternoon, more than two pence up on its European low of DM1.5660.

Mr Steve Barrow, analyst at Chemical Bank in London, said the market seemed still to be taking its lead from the bond market. He said the overall attitude remained bearish, but the short-covering rally suggests some in the market see a greater risk in the short term of a rally rather than a fall.

## ■ OTHER CURRENCIES

Argentina (Peso) 0.9807 -0.0004 986 -987 -

Brazil (Reais) 0.0039 +0.0003 6.6382 -6.6383 -

Canada (New Peso) 3.3955 -0.0021 6.6380 6.6380 1.094

China (Yuan) 155.788 -155.983 101.710 -101.810

Denmark (DKK) 10.5677 -10.5674 1.064 -1.0557

France (FF) 60.24 -11.51 10.2929 -12.2245

Germany (DM) 20.57 -3.931 3.415 -1.418

Ireland (E) 9.285 -8.985 1.828 -2.380

Italy (L) 2.044 -1.064 0.100 -0.042

Japan (Yen) 152.40 -152.40 1.064 -1.064

Norway (NOK) 47.17 -9.012 7.929 -2.293

Portugal (Esc) 20.13 -3.634 4.098 -983.4

Spain (Pta) 24.97 -4.771 4.145 -1.214

Sweden (SEK) 4.18 -8.003 6.6383 -6.6382

Switzerland (SF) 2.430 -4.643 0.883 -0.494

UK (P) 2.24 -2.24 1.064 -1.064

US (Dollars) 22.53 -4.606 2.905 -1.144

Yuan (Y) 32.25 -6.272 54.159 -15.74

Euro 39.30 -7.610 6.624 -1.911

Ver per 1,000; Danish Krone, French Franc, Norwegian Krone, and Swedish Kroner per 10; Belgian Franc, Escudos, Lira and Peseta per 100.

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

Jul 25 BPF FFt DM IE L Fr NKr Es Pts Skr SFt 2 CS S Y Ecu

Belgium (BPF) 100 18.11 16.60 4.881 2.034 4.886 5.458 2.100 496.8 400.5 23.87 4.116 2.010 4.250 3.079 304.7 2.544

Denmark (DKK) 52.33 10 5.657 2.244 2.857 1.064 2.557 11.10 260.0 206.5 12.49 2.154 1.052 2.224 1.811 158.4 1.322

France (FF) 60.24 11.51 10 2.2929 1.2224 2.943 2.413 1.438 2.719 1.051 1.855 1.051 1.855 1.051 1.855 1.051 1.855

Germany (DM) 20.57 3.931 3.415 1 0.418 1.005 1.123 4.361 10.22 82.39 4.911 0.847 0.413 0.874 0.633 62.7 0.523

Ireland (E) 9.285 8.985 1.828 1 2.380 2.684 10.42 244.3 19.63 11.74 0.294 0.909 1.514 149.8 1.024 0.530 0.523

Italy (L) 2.044 1.064 0.100 1 0.042 100. 1.012 0.434 10.17 8.198 0.489 0.041 0.007 0.006 6.238 0.925

Japan (Yen) 152.40 152.40 1.064 1 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064

Norway (NOK) 47.17 9.012 7.929 2.293 0.290 2.574 10 2.243 18.63 11.26 1.941 0.948 2.005 1.432 143.7 0.933

Portugal (Esc) 20.13 3.634 4.098 0.408 983.4 1.039 4.268 100. 100. 5.961 1.028 0.502 1.031 0.769 76.07 0.933

Spain (Pta) 24.97 4.771 4.145 1.214 0.508 1220 1.365 2.888 208.1 167.8 1.742 0.842 0.552 1.064 1.276 0.785 0.933

Sweden (SEK) 4.18 8.003 6.6383 0.524 2048 1.039 4.268 100. 100. 5.961 1.028 0.502 1.031 0.769 76.07 0.933

Switzerland (SF) 2.430 4.643 0.883 1.064 0.494 1167 1.328 2.877 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064

UK (P) 2.24 2.24 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064

US (Dollars) 22.53 4.606 2.905 1.144 0.478 149 1.344 2.877 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064

Yuan (Y) 32.25 6.272 54.159 15.74 0.934 17.92 68.59 1.315 1315 13.56 0.935 10.11 1000 8.351 0.933

Euro 39.30 7.610 6.624 1.911 0.799 1920 2.145 2.877 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064 1.064

Ver per 1,000; Danish Krone, French Franc, Norwegian Krone, and Swedish Kroner per 10; Belgian Franc, Escudos, Lira and Peseta per 100.

## D-MARK FUTURES (MM) DM 125,000 per DM

Open Latest Change High Low Est. vol Open int.

Sep 0.6343 0.6348 -0.0004 0.6382 0.6383 32.677 83.082

Dec 0.6360 0.6359 +0.0003 0.6385 0.6386 726 4216

Mar 0.6380 0.6360 -0.0021 0.6380 0.6380 15 1.094

Ver per 1,000; Danish Krone, French Franc, Norwegian Krone, and Swedish Kroner per 10; Belgian Franc, Escudos, Lira and Peseta per 100.

## II SWISS FRANC FUTURES (MM) SF 125,000 per SF

Sep 0.7487 0.7500 -0.0003 0.7548 0.7483 16.405 38.005

Dec 0.7560 0.7520 +0.0029 0.7561 0.7520 829 1.287

Mar 0.7550 0.7550 -0.0003 0.7567 0.7567 3 14

Ver per 1,000; Danish Krone, French Franc, Norwegian Krone, and Swedish Kroner per 10; Belgian Franc, Escudos, Lira and Peseta per 100.

## WORLD INTEREST RATES

## MONEY RATES

July 25 Over night One month Three months Six months One year Lomb. Dis. Repo rate

Belgium 4% 5% 5% 5% 5% 5% 5% 5% 5% 5%

France 5% 5% 5% 5% 5% 5% 5% 5% 5% 5%

Germany 5% 5% 5% 5% 5% 5% 5% 5% 5% 5%

Ireland 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5%

Italy 4% 5% 5% 5% 5% 5% 5% 5% 5% 5%

Norway 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5% 4.5%

Spain 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

Sweden 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

Switzerland 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

UK 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

US 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

Yen 4% 4% 4% 4% 4% 4% 4% 4% 4% 4%

Asian 5% 5% 5% 5% 5% 5% 5% 5% 5% 5%

Euro 5% 5% 5% 5% 5% 5% 5% 5% 5% 5%

London Interbank Offered Rate

Open Sett. price Change High Low Est. vol Open Int.

Sep 0.6345 0.6434 -0.0094 0.6435 0.6498 14.898 49,080

Dec 0.6419 0.6418 -0.005 0.6419 0.6494 15.000 35,910

Mar 0.6419 0.6418 -0.005 0.6419 0.6494 15.000 24,138

Ver per 1,000; Danish Krone, French Franc, Norwegian Krone, and Swedish Kroner per 10; Belgian Franc, Escudos, Lira and Peseta per 100.

## III THREE MONTH PIBOR FUTURES (MMT) Paris Interbank offered rate

Open Sett. price Change High Low Est. vol Open Int.

Sep





**NYSE COMPOSITE PRICES**

4 pm close July 23

1994	High Stock	Yld.	P	Si	1994	High	Low	Close	Chg/pt	Chg%	1994	High Stock	Yld.	P	Si	1994	High	Low	Close	Chg/pt	Chg%	1994	High Stock	Yld.	P	Si
<b>Continued from previous page</b>																										
825 47% Shadepaper	0.20	0.3371	88	504	504	504	504	504	-1.5	-3.0	1994	High Stock	Yld.	P	Si	1994	High	Low	Close	Chg/pt	Chg%	1994	High Stock	Yld.	P	Si
825 25% Shadefax	1.00	69.13	49	254	256	256	256	256	+1.5	+1.5	133 13% TWR Enterp	1.63	11.13	14	96	147.5	142.5	142.5	-1.5	-1.5	-1.5	102 15% USLICO	0.24	1.3	102	
825 6 Shadefax	1.50	3.5	4	1408	424	424	424	424	+1.5	+1.5	77.5 61 TRW	2.08	2.8	2.8	190	75.5	71.5	71.5	-2.5	-3.0	-3.0	102 9 USLICO Inc	0.80	0.80	102	
825 34% Shadefax	7	100	64	64	64	64	64	64	+1.5	+1.5	75.5 22 Telecomm Eq	0.42	7.1	9	405	30.5	30.5	30.5	-3.0	-3.0	-3.0	102 15% USX M	0.60	3.84	102	
825 34% Shadefax	1.40	4.0	7	5467	35	345	345	345	+1.5	+1.5	44.5 10 Telco Pt	1.08	9.0	10	2100	171.5	171.5	171.5	-11.5	-11.5	-11.5	102 30 USLICO	1.00	2.00	102	
825 11% Shadefax	0.32	2.6	205	124	124	124	124	124	+1.5	+1.5	16.5 102 Tandem	1.45	4.5	19	1863	57.5	57.5	57.5	-3.5	-3.5	-3.5	102 12% USX Corp	0.20	1.5	102	
825 12% Shadefax	0.84	1.5	5	538	432	432	432	432	+1.5	+1.5	40.5 30 Telecomm	0.80	1.5	14	1072	37	37	37	-3.5	-3.5	-3.5	102 12% USX Corp	1.76	1.76	102	
825 17% Shadefax	1.52	7.6	10	1304	20	197	197	197	+1.5	+1.5	12.5 93 Telecom Man	0.62	7.1	9	95	55	55	55	-1.5	-1.5	-1.5	102 12% USX Corp	1.68	5.7	102	
150 13% Shadefax	0.16	1.7	8	1614	92	92	92	92	+1.5	+1.5	18.5 102 Telecom Man	1.01	5.1	15	192	19.5	19.5	19.5	-1.5	-1.5	-1.5	102 12% USX Corp	1.28	2.5	102	
49 31% Shadefax	2.80	7.7	17	22	25	25	25	25	+1.5	+1.5	3.5 24 Telecom	0.80	1.9	20	338	31.5	31.5	31.5	-3.5	-3.5	-3.5	102 12% USX Corp	0.52	2.5	102	
50 31% Shadefax	0.10	0.5	11	4667	204	204	204	204	+1.5	+1.5	26.5 144 Telecom	0.80	4.5	59	880	77.5	77.5	77.5	-1.5	-1.5	-1.5	102 12% USX Corp	0.85	1.5	102	
50 31% Shadefax	0.84	3.1	11	5067	204	204	204	204	+1.5	+1.5	76.5 50 Telecom	1.53	2.6	124000	900	550	550	-1.5	-1.5	-1.5	102 10% USX Corp	1.20	12.8	102		
50 31% Shadefax	2.62	6.4	11	53	424	424	424	424	+1.5	+1.5	54.5 43 Teleperf	1.00	2.5	42	1167	50	50	50	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	1.00	7.6	8	10220	131	131	131	131	+1.5	+1.5	30.5 192 TempSmith	0.17	0.7	24	244	24	24	24	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.12	0.3	55	254	344	344	344	344	+1.5	+1.5	6.5 64 TempSmith	0.80	2.5	25	55	55	55	55	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	2.04	3.2	14	1823	63	63	63	63	+1.5	+1.5	50.5 245 TempSmith	0.60	8.6	11	1188	65	65	65	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	1.20	2.0	24	4756	56	56	56	56	+1.5	+1.5	30.5 254 TempSmith	0.80	3.6	11	14	45	45	45	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.28	1.1	72	668	26	26	26	26	+1.5	+1.5	31.5 265 TempSmith	0.08	1.0	8	332	55	55	55	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.45	1.6	53	424	424	424	424	424	+1.5	+1.5	54.5 54 Telecom	3.20	5.1	14	1787	82	82	82	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.50	1.4	55	55	55	55	55	55	+1.5	+1.5	51.5 55 Telecom	3.20	6.4	3	505	55	55	55	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.56	1.4	55	55	55	55	55	55	+1.5	+1.5	61.5 61 Telecom	1.00	1.3	14	5382	75	75	75	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.56	1.8	39	4387	307	307	307	307	+1.5	+1.5	21.5 184 Telecom Pac	0.40	2.0	24	29	20	20	20	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	2.2	31	2754	31	2754	2754	2754	+1.5	+1.5	43.5 30 Telecom	3.08	9.8	18	3478	32	32	32	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.25	2.6	205	314	314	314	314	314	+1.5	+1.5	50.5 50 Telecom	1.10	2.8	1	97	52	52	52	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	1.60	3.4	7	2970	474	474	474	474	+1.5	+1.5	4.5 4 Telecom	1.40	2.7	12	756	52	52	52	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.84	7.1	149	12	1135	1135	1135	1135	+1.5	+1.5	4 4 Telecom	0.35	1.9	5	45	4	4	4	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	2.7	31	2232	305	305	305	305	+1.5	+1.5	24.5 143 TeleCo	0.35	1.9	8	63	18	18	18	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.80	2.1	4	52	204	204	204	204	+1.5	+1.5	24.5 241 TeleFrd	0.28	0.9	28	25	25	25	25	-1.5	-1.5	-1.5	102 10% USX Corp	1.20	3.7	102	
50 31% Shadefax	0.50	1.8	17	48	324	324	324	324	+1.5	+1.5	44.5 35 Telemelec	0.12	0.3	22	216	39	39	39	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.48	1.6	21	52	52	52	52	52	+1.5	+1.5	54.5 35 TeleNet	0.60	2.7	8	74	25	25	25	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.32	1.7	13	174	254	254	254	254	+1.5	+1.5	66.5 66 Telecom	0.35	1.3	14	511	61	61	61	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	16.5 134 Thomas Ind	0.40	2.6	38	124	14	14	14	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 243 Thomas Ind	0.24	6.8	18	31	23	23	23	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 244 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 245 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 246 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 247 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 248 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 249 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 250 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 251 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 252 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 253 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 254 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 255 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 256 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 257 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 258 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 259 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13	174	254	254	254	254	+1.5	+1.5	24.5 260 Thomas Ind	0.20	1.7	10	10	10	10	10	-1.5	-1.5	-1.5	102 10% USX Corp	0.84	7.8	102	
50 31% Shadefax	0.22	1.7	13																							

#### **AMEX COMPOSITE PRICES**

**NASDAQ NATIONAL MARKET**

*4 pm close July 28*

